

THE OHIO STATE UNIVERSITY
OFFICIAL PROCEEDINGS OF THE
ONE THOUSAND THREE HUNDRED AND FORTY-EIGHTH MEETING
OF THE BOARD OF TRUSTEES

Columbus, Ohio, December 4, 1998

The Board of Trustees met at its regular monthly meeting on Friday, December 4, 1998, at The Ohio State University, The Max M. Fisher College of Business, Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meeting were approved.

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December 4, 1998 meeting, Board of Trustees

The Chairman, Mr. Celeste, called the meeting of the Board of Trustees to order on December 4, 1998, at 10:30 a.m. He requested the Secretary to call the roll.

Present: Theodore S. Celeste, Chairman, Michael F. Colley, George A. Skestos, David L. Brennan, James F. Patterson, Zuheir Sofia, Daniel M. Slane, Robert M. Duncan, Soraya Rofagha, and Allyson M. Lowe.

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Mr. Celeste:

Before we begin, I'd like to thank Dean Joe Alutto and the faculty of the Fisher College of Business for hosting our Board meeting this morning.

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PRESIDENT'S REPORT

President William E. Kirwan:

I would like to first report on recent developments related to our capital budget. On behalf of the entire University community, I want to express our appreciation to the Governor, the legislative leadership, and the members of the General Assembly for a capital budget, now approved, that will continue to move Ohio State forward.

We are especially grateful that the University's priorities have been respected in this capital budget. It will enable us to make significant strides in the renovation and replacement of several buildings, including Hagerty and Sisson Halls. Also, we can begin moving on the Physical Sciences building, the Heart and Lung Institute, the Knowlton School of Architecture, and the Science and Technology Campus, as well as several other important projects.

We just can't overstate how important these capital funds are because, as we pursue our ambitious agenda -- our high aspirations as a University -- it is so important that we have the quality of facilities to match the quality of our faculty and students. So, we can be very thankful that the capital budget is now approved and that we are so well-supported in this budget.

We come to the end of the Autumn Quarter, my first full term here at the University. Today is the last day of class. November was an especially busy month for the University and there is much to celebrate. Of course, perhaps, the most significant visible celebration that occurred during this past month was the glorious victory of our Buckeyes against Michigan in the Horseshoe. Mr. Chairman, I do want to point out that we continue to be undefeated against that school up north since the time I became president of the University. But I don't want to talk about that celebration so much, I want to talk about some things that went on during that week.

I want to pay special tribute to Student Affairs, to David Williams and his staff, and to the Undergraduate Student Government, and Josh Mandel and his colleagues. Not in the newspapers nearly as much, unfortunately, was an extraordinary amount of programming and activity that went on to make this week a very appropriate celebration.

David and his staff organized all sorts of events including, "Wing the Wolverines" event, where they served 20,000 chicken wings. They had a free pancake breakfast on game day and a blood drive in which the students contributed 1,500 pints of blood.

PRESIDENT'S REPORT (contd)

President Kirwan: (contd)

We have to pause and thank Student Affairs, as well as Josh Mandel and the Undergraduate Student Government, for the program they put on out in the community to ensure that when we won the game, there would be appropriate celebrations. They put together packets of material -- and the students, faculty, and staff walked through the neighborhoods to distribute -- about appropriate ways to celebrate the victory. Ed Ray and I joined them on part of that effort. I think, by and large, this was a very successful effort, and we owe thanks to David and Josh, and all involved in creating such successful ways to celebrate the victory.

There were other things we celebrated this past month. The Wexner Center celebrated its ninth anniversary. We had a fabulously successful annual campaign to raise operating dollars for the Wexner Center, thanks in large measure to the good work of Les Wexner and his colleagues. We had the most successful ever gala that raised \$2.5 million of operating funds in one event to support the activities of the Wexner Center. Every time I go by or go into that building, I just think how fortunate we are as a University to have a place like that that is bringing such great recognition to the University for its focus on contemporary art.

We also celebrated the opening of the Jerome Schottenstein Center, and what a success it has been. It's a magnificent facility. I want you to know that since its opening on November 3, the Center has only had one open date over the entire month. Isn't that remarkable? Men's and women's basketball, concerts, family programs -- and the flexibility of that facility and the ability of our staff to turn it around is really quite extraordinary. We had a concert a few nights ago that ended at 11:15 p.m., and we played a basketball game the next day around noon time. So we are able to take that facility and use it in so many different ways for the support of our community.

We also had a small, but I thought wonderful, celebration of Veteran's Day on campus. There was a little ceremony in front of Bricker Hall. I had never participated in anything quite like this, but I got to be part of it by putting a wreath near a memorial at Bricker Hall. The ROTC students and faculty came together for this memorial ceremony to honor the men and women of Ohio State who have given their lives in the service of the country. I just wanted to comment on what a very touching and dignified and appropriate ceremony this was.

We celebrated the first lung transplant at our University Medical Center. Long-engaged in transplanting other organs -- heart, liver, pancreas, and kidney -- we now have the capacity for lung transplantation. It will be a very significant service to central Ohio and really puts our Medical Center in the forefront of this important new surgical procedure.

Two nights ago, we had a celebration of Senator John Glenn in Washington, D.C., at the Air and Space Museum. It is just hard for me to really convey the excitement and enthusiasm that this John Glenn Institute has generated. We know, of course, what our plans are here at Ohio State, but the way this has captured the imagination and the attention of people across the country is really extraordinary.

The Air and Space Museum was opened up for this event. Kodak was a major sponsor and presented a film from the space program in the fabulous I-Max theater. The theater was full and we had around 600 people at this dinner. Vice President Gore attended and made a most impressive, passionate presentation on the institute and what it can mean to our nation, and even made reference to it

PRESIDENT'S REPORT (contd)

President Kirwan: (contd)

becoming the Kennedy School of the Midwest. His enthusiasm for what we are doing with this institute was very evident.

We were all impressed by the significant people who came to this event: Ambassador Wolf; Al Berkeley, CEO of NASDAQ; major representatives from the media; Mark Shields was present at the dinner; Margaret Clift, a very prominent syndicated columnist; Senator Luger; and Senator Dashiell. All there to celebrate John Glenn, yes, but also to celebrate the establishment of this institute in his name, as well.

I want to thank Jerry May and his staff for all of the work that went into this. This was a highly successful event. Jerry, we are so appreciative of what you and your colleagues did to make that possible.

This past month we also celebrated the ninth Cullman Symposium of the College of Business. Art Cullman, as I think all of you know, was a very distinguished member of our faculty, one of the great marketing experts of our time, and this symposium has been named in his honor. It brings together the leading practitioners to discuss important issues and it focuses on global best practices in marketing and organizational strategy.

I had a chance to join Joe Alutto and his colleagues at the opening ceremony and it was impressive to see the kinds of corporations and organizations represented at this event. It is an international affair.

Each year at this event, we give out the Cullman Executive Award. We are proud to say the winner this past year was Jim Oates, President of Leo Burnett Advertising Agency and an Ohio State alum. That was pure coincidence. He won this award because of the extraordinary work he has done for that agency. This program, the Cullman Symposium, is just one example of the outreach of our Fisher College of Business. Something, again, we can be very proud of.

I want to invite Joe Alutto to come forward and say a few words about some of the plans and activities that we have going on at the Fisher College of Business. As he does, I just want to say that we really have an extraordinary opportunity with the Fisher College of Business. Under Joe's outstanding leadership, we have developed really an exceptional faculty.

We have this phenomenal facility that we are in and, as good as it is right now, it is going to get only better. You look out these windows and you know there are four more buildings to become part of this complex. There is no business school in the United States that has a facility of this quality. So this affords us, with Joe's leadership and the quality of people we have, an opportunity to develop one of America's great business schools.

Joe, we thank you for letting us share in your facilities today, but I would invite you to come up and make a few comments about some of your plans and hopes for the college.

PRESENTATION ON THE MAX M. FISHER COLLEGE OF BUSINESS

Dean Joseph A. Alutto:

Thank you very much, Brit. I am going to ask Tom Lynch to join me. Tom is a randomly selected, typical MBA student.

PRESENTATION ON THE MAX M. FISHER COLLEGE OF BUSINESS (contd)

Dean Alutto: (contd)

First of all, Brit, thank you very much for the invitation. I think what I want to convey to the Trustees is something that is felt very deeply by faculty and staff in the College of Business, and the students, and that is a sense of appreciation for all that you have done. You have invested a great deal in the College over the last few years. We hope you are beginning to see that it is paying off in a variety of different ways. That effort that you have made has not just been dollars, it has been confidence in our efforts in what we're trying to accomplish and we hope you see that confidence being repaid.

A number of individuals have asked about tours of the facilities. I think most of the Trustees have actually been on tours, but, if not, we would be happy to organize some after this event or any time, just give us a call.

I have a few comments that I would like to make. What I'd like to do is make sure you're comfortable interrupting me and asking me questions, because really the purpose of being here is to give you as much information as possible about the College and our plans. In front of you are some background materials on the facilities, and I would certainly be happy to respond to questions. What I would like to do, to the extent that you will let me, is to focus on some of the activities that are occurring because we have access to new facilities. I want to give you a sense of the impact that has on overall institutional development and then, hopefully, at the end, Tom will give you a sense of how students see that change and that evolution over time, since he has been with us for two years during the transition.

Let me begin by talking about some of the outreach activities that Brit identified, which have to do with executive education. Let me put it into a context of why executive education is so critical to us as a business school.

If one goes back 20-25 years, the flow of information was almost always from traditional degree programs into executive education. So, 20-25 years ago a company would come to me or any faculty member and say, "I had an interesting class one of our executives attended, would you take that semester course and condense it into a week or two?," and that was executive education. So the flow was always faculty research to degree program into executive education.

About 10-15 years ago, that flow began to reverse itself in a very pronounced way. What began to happen is that companies would come to faculty members, ask them to solve a particular problem facing that company. Once the problem was solved, they would then turn around and say, "We need to be self-sufficient, so train our people in solving that problem on their own." Then the faculty member would step back and realize that while he or she had successfully done that, they weren't even addressing that issue in their degree program, and they should.

So what we began to see is a flow that runs from executive education right into the classroom, with the innovations coming from executive education back into the degree classrooms. So you will not find a Top 20 business program on a world-wide basis that doesn't also have a very active and successful executive education program.

Let me talk a little bit about ours. Right now, we serve over 350 companies a year in a variety of different learning environments -- non-degree granting environments -- ranging from two-day programs all the way up to six-week programs. That number is expanding fairly dramatically and the facilities have helped us in a very tangible way.

PRESENTATION ON THE MAX M. FISHER COLLEGE OF BUSINESS (contd)

Dean Alutto: (contd)

Just this past fall, we signed three major contracts. One with Andersen Consulting, in which Andersen Consulting has consolidated most of its logistics consulting training here at the Fisher College of Business. They have run four sessions with 60 executives in each session through our facilities in Gerlach, and, in fact, there is another group that arrives on Monday of next week.

Emery Worldwide brought in three different sessions, 60 executives from 30 different countries, into training programs that were taught in Gerlach as a result of the facilities being available. And Johnston Controls, which is an Ohio-based company, ran its entire senior executive group through a series of programs in the facilities.

Each of those companies came here because of the quality of the faculty and because we finally have facilities that are consistent with the programming that is necessary and the technology that is needed to support that training. Each of those companies have told us that they will sustain the level of involvement they have, and will expand it once we get our executive residence operating. Because right now the main constraint is that there simply isn't an adequate place to house the executives in a way in which they are comfortable.

The facilities have also had another impact in that they encouraged others on campus to interact with us and to develop joint programming. And we're just delighted with it. The director of our executive education operations, Carol Newcomb, has been working with the deans of engineering, the arts, and veterinary medicine on joint programming in executive education because the facilities are here. We are beginning to see that reaching out to other segments of the University has a real payoff in terms of learning and access to the community, to knowledge that we don't possess within the College of Business.

We also have, very recently, developed an interesting relationship with Technology Alliance One. Some of you may not recognize that name, but that is, in a sense, the virtual company that has been created by AT&T, IBM, and Banc One to handle all their information technology problems. We had the senior management team on campus on Wednesday, along with the AT&T Foundation representatives. They presented us with a \$50,000 check to provide seed money to develop training programs that will help support this new initiative. They also have a great deal of interest in a series of new academic programs that I will talk about very briefly.

The point is simply that the facilities are helping us accomplish our objectives and are being used for a variety of other purposes. The YPO, for example, has asked if they can use the facilities for some of their events. We have had meetings of stock analysts on campus, and we've had requests for corporate board meetings to be held on this campus. All of that is important to us because of the national and international visibility that that brings and ultimately gets reflected in the access our faculty have to research sites and the access our students have to positions and jobs.

But it isn't just the buildings that are attracting people. It is really what we're doing, and let me talk briefly about programs within the College. We have a series of new programs that are being developed and are being offered in part because we now have the facilities that will support them.

There is a new master of accountancy program that has been approved by the faculty, and is now going through the normal review process within the University. That's a program that's designed to respond to the new 150-hour requirement that's

PRESENTATION ON THE MAX M. FISHER COLLEGE OF BUSINESS (contd)

Dean Alutto: (contd)

been announced for the profession. The nice part about that program is that the focus -- and the accountants will have to forgive me for this -- is not on accounting. The focus is really on broadening the backgrounds and skills of accountants. It's heavily driven by the information technology that exists in the new facilities, so we're delighted with that.

We have a new executive MBA program that has been approved by the faculty and that, again, is going through all of the appropriate review processes. This is a combination of long-distance and on-site learning. It is a 15-month-long program that involves executives from all over the world coming on campus for three days a month -- Thursday, Friday, and Saturday -- with long-distance, web-based and group software that is being used to have interaction and learning take place while they're off campus.

There is a week-long intensive program at the beginning of the program and then another week at the end. That program has generated a tremendous amount of interest on the part of corporate America because it minimizes time away from work.

That's how we have to design programs in the future if we are to be effective. The faculty is very excited about the program because of the broad scope; it's not a regional program, it is truly a national and international program. We've already had inquiries from executives overseas who see it as an opportunity to fly in and out and still have access to the talents of faculty and students.

The undergraduate program is also undergoing some major revisions. We have a proposal for a new undergraduate business minor, actually taught through a summer institute. We have an interesting problem. A lot of students who say they want to get into the College of Business and can't get into the College of Business, with all due respect, are not interested in the College of Business. What they are interested in is hedging their bets. They're concerned about whether they can get jobs, but they really have an interest in psychology or political science or some area other than business.

What we're trying to do is to give students an opportunity to stay with their intellectual areas of interest, but at the same time get the kind of exposure that will increase the opportunities they have from a career point of view. So we have designed essentially a five-course integrated sequence that would expose undergraduate students to the broad array of areas within business, and allow them to do it in a way that is not disruptive of the course work and the sequences they will have to take during the regular academic year in their home departments. So we're trying to be responsive to that need on the part of students.

We also have an expanded undergraduate honors program. Ohio State's Fisher College of Business has long been known for a flagship honors program in accounting. It has been one of the major attractions of the accounting firms.

We looked at what we knew about that program and asked how we could extend it to the general business major within the College. In surveying businesses and the graduates of our program, we discovered an interesting thing -- everyone loves honors programs, and they love the graduates of honors programs because they are bright by definition. What they also found is that they are incredibly naive. So the question is, "How do we provide some seasoning for these very bright students?"

PRESENTATION ON THE MAX M. FISHER COLLEGE OF BUSINESS (contd)

Dean Alutto: (contd)

So one of the pieces of our honors program at the undergraduate level, is that every entering class into that program has to adopt a company. They literally have to both identify that company, negotiate with that company, and then convince that company to be involved with them for the full course of their program.

The first year they selected Wendy's. To give you a sense of how it works, they take all the normal courses that you take in a business curriculum -- accounting. So they would do all of the normal reading you would expect of honors students in accounting. The difference was they had to convince Wendy's senior executives to come in and open Wendy's books so they could see just exactly how it is Wendy's handles all of the detailed, sometimes arcane, accounting problems that come up. When they went into human resource issues and compensation policies, they had to negotiate with Wendy's to bring in their top executives in the human resource area to show them how Wendy's deals with compensation issues across national boundaries. They had to do that for each of the functional areas.

The reaction from both Wendy's and every company we've used, as well as the students and ultimately employers, has really been outstanding and we'd expect it to be, because it addresses that issue. But that also gives you a sense, I think, of the way in which the College uses a lot of market research to help design some of the programs that it has.

The message I also want to get across is something that gets lost in the translation in many cases. We talk a lot about big hits and big events, new degree programs; new buildings, and it's exciting. What is important to remember is that there are a lot of small steps that are involved in continuous improvement that don't get a lot of publicity, but really make the difference in the long run. And I would just like to mention two very brief ones, to give you a sense of operation on both the grand scale and the nitty-gritty little improvements that make a big difference.

We have what is called a Connections Program which we started this past year. It's not complicated. Every international student we accept into our MBA program immediately receives a list of the E-mail addresses of all of our other graduates in that home country. They begin to network immediately upon being accepted into the program, even before they actually arrive on campus. It also naturally provides them with a support base when they graduate from the program. So it serves a variety of different purposes. It is not costly, doesn't take a lot of money, but has a big impact on students.

We have another unusual characteristic of Gerlach Hall, and that is that we have control over the classrooms in the building. I know that's a bit of contention across the University, but you need to understand why that's critical to us.

One of the characteristics of our MBA program is that it is -- and it is nationally known for this -- very responsive to the needs and interests of our students. We do not create a new class if there are less than 25 students interested in that class and willing to commit to it. But when there are 25 or more students, we will find the faculty and we will offer the course. In order to do that, you have to have access to classrooms and you have to be able to move classrooms around as you have different information technology needs.

Access to Gerlach Hall and control over that scheduling has allowed us to continue one of the real differentiating features of the Fisher College of Business. Our students -- because it is their classrooms and they understand the scheduling and

PRESENTATION ON THE MAX M. FISHER COLLEGE OF BUSINESS (contd)

Dean Alutto: (contd)

rescheduling that takes place -- take tremendous pride in those facilities, and help us maintain them in a variety of really interesting ways.

The last thing I want to talk about is something I'm particularly proud of about this University. It is more than just the Fisher College of Business; it is the University's willingness to take risks. I want to talk just about two examples about the University's willingness to take risks.

The first has to do with all of the information technology that exists in these new facilities. As you may or may not know, in planning for new facilities at Ohio State, you have to do these five-year projections where you project out programmatically what you need in terms of new information technology. When our staff looked at that process -- David Greenberger and Kurtis Lindemann -- they said, "This is insane, we can't predict five years from now exactly what we're going to need in terms of information technology, nor can we commit to equipment, because it's going to change so rapidly." They managed to work with Janet Ashe, Bill Shkurti, and Jill Morelli to get the University to agree to allow us to be a subcontractor on the project for the installation of all audiovisual and computing equipment in the new complex. This enabled us to make just-in-time, last-minute decisions about what it is we needed and negotiate the delivery of the equipment.

That did four things for us: 1) it saved us \$1.8 million in actual cash expenditure; 2) we got state-of-the-art equipment; 3) we developed our own capability to maintain and grow as time goes on; and -- which is the best part of this, because it is all state-of-the-art -- 4) we had 3COM Corporation essentially come to us and ask for a partnership. One in which they will provide us with, for the next five years, state-of-the-art servers and support systems for that computing equipment. We, in turn, have agreed to be a demonstration site for all their new state-of-the-art equipment. We have delegations coming in from all over the world to take a look at how that equipment works and what the advantages are, which increases our visibility once again.

That wouldn't have happened if people weren't willing to take risks, both within the College when we took a risk, but also at the University-level. Somebody had to say this was okay, we're going to allow you to get out there on a limb and deliver the equipment that you use. That's important.

The last thing -- and in a sense the most mundane example -- that the University is willing to take risks, has to do with the way we maintain this building. All of these facilities in this complex right now, Gerlach and Fisher Halls, are maintained by essentially a self-directed maintenance crew. We were able to negotiate an agreement with Janet's operation, and with the support of the Provost and Bill Shkurti, in which the College picks up half the cost for the maintenance crew.

We treat them as part of our staff. They are on our information network. They get all of the information that goes out to every other faculty member or staff member in the College. They determine how they're going to perform the task. We set the goals, we set the objectives, and we hold them accountable. They have been a wonder to this facility. They have helped us run this facility in ways we never imagined, because they are the individuals who see it in its purest form.

As I was telling Janet, I knew this was a winner when the following incident occurred. The crew works multiple shifts, and I try to get in to see them from time

PRESENTATION ON THE MAX M. FISHER COLLEGE OF BUSINESS (contd)

Dean Alutto: (contd)

to time. I was in about 6:00 a.m. one morning, and I came in the main entrance and ran into one of our maintenance crew who was in the process of finishing waxing up some floors. He said, "Dean Alutto, I want to apologize." I said, "Well, what for?" He said, "We have now put three coats of wax down on the floors in Fisher Hall, and they're really not shining the way we want them to because the granite is absorbing all the wax. We're probably going to have to put a fourth or fifth coat on."

Now you have to understand, this is 6:00 in the morning. The hallway is spotless, the floor looks as if you could eat off it, and he is apologizing. I said, "Look don't worry about it, it looks great, it's wonderful, you're doing a fine job." He said, "No, no." He then looked at me and said, "I'm going to tell you something I hate it when I hear faculty members tell me..." And I said, "What's that?" He said, "You know, we could keep this building looking beautiful if it weren't for the students." And we laughed, because I knew what he was saying. There is that sense of pride in the facility. It would not have happened if the University weren't willing to be supportive as we tried some new and different ways, and if the unions involved were not willing to be supportive, so we're very grateful for that.

With that, let me stop, and turn it over to Tom, who is a second-year MBA student. I have no idea what he is going to say, but I have every confidence in him. Tom --

Mr. Tom Lynch:

Thank you. Good morning. My name is Thomas Lynch, a second-year MBA student, majoring in operations and logistics. In addition, I am the president of the Black MBA Association.

Today, I would like to share two items with you. First, I would like to share how the new facilities at the Fisher College of Business have benefitted myself, as well as other students. And secondly, I would like to tell you how the Fisher College of Business has allowed me to reach my personal and professional goals.

With regard to the new facilities, obviously one can compare Hagerty and Page Halls to the new Fisher and Gerlach Halls and recognize that there is a significant difference. Perhaps one of the biggest benefits has been the access to well-equipped break-out rooms, which contain white boards, flip charts, overhead projectors, and other amenities. As you know, the MBA program is predicated on teamwork, and these break-out rooms have been instrumental for myself and other students in analyzing business problems in a more conducive environment.

For example, this past September three other students and myself used the break-out rooms to prepare for the National Black MBA Association Case Competition. We competed against 30 other schools, which we were fortunate enough to reach the final round of only six schools. This was the first time the Fisher College of Business has ever reached this level. We out performed other Top 25 business schools, such as the University of Michigan, Indiana University, and Duke University.

In addition to the well-equipped break-out rooms, the MBA students have also benefitted from the consolidation of break-out rooms, computer labs, and classroom equipment, with presentation media such as Microsoft Powerpoint into one building. This is a significant difference to last year, when we had to utilize three buildings to prepare for our classes and assignments.

PRESENTATION ON THE MAX M. FISHER COLLEGE OF BUSINESS (contd)

Mr. Lynch: (contd)

Now, I would like to share with you how the faculty and staff of the Fisher College of Business have allowed me to reach my personal and professional goals. I decided to pursue an MBA to obtain a job in the consulting industry, as well as position myself to return to the east coast. Last year, I worked very closely with the Office of Career Services to improve my interviewing skills, as well as other job search skills.

Also, through my courses, the faculty have been instrumental in helping me acquire the knowledge to address technical questions in interviewing situations. As a result, last year I was extended five summer internship opportunities, one of which has led to a full-time offer with Ernst and Young management consulting practice in their Baltimore office.

In conclusion, the new facilities, faculty, and staff have made a tremendous impact on my everyday life as a student, and have enabled me to achieve my personal and professional goals. Thank you for your time.

President Kirwan:

Tom, thank you very much for your comments. Joe, we thank you for the presentation today. It is a very exciting world you've entered and we want you to know how much we appreciate the leadership you're providing at the College.

With that, Mr. Chairman, I conclude my report.

Mr. Celeste:

Thank you very much, Mr. President and Dean Alutto.

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CONSENT AGENDA

President Kirwan:

We have twelve resolutions to present to the Board for approval today and I would like to ask that #10 be held for a separate vote. Unless there are any objections, I would like to recommend these remaining eleven resolutions on the consent agenda.

**APPROVAL OF UNIVERSITY ADMINISTRATIVE REORGANIZATION PLAN AND
AMENDMENTS TO THE BYLAWS OF THE BOARD OF TRUSTEES
AND RULES OF THE UNIVERSITY FACULTY**

Resolution No. 99-58

Synopsis: Approval of the administrative reorganization plan and amendments to the Bylaws of the Board of Trustees and Rules of the University Faculty to reflect title changes and the delineation of responsibilities in accordance with the recommended restructuring of the central University administration is recommended.

WHEREAS the President has announced an administrative reorganization plan designed to enhance effective decisionmaking, communication and accountability and to focus the collective senior leadership on the academic goals and priorities for the University; and

**APPROVAL OF UNIVERSITY ADMINISTRATIVE REORGANIZATION PLAN AND
AMENDMENTS TO THE BYLAWS OF THE BOARD OF TRUSTEES
AND RULES OF THE UNIVERSITY FACULTY (contd)**

WHEREAS pursuant to the reorganization plan, a copy of which is filed with this resolution, the position of senior vice president and provost is being elevated to the position of executive vice president and provost with expanded responsibilities; and

WHEREAS the position of vice president for finance is being elevated to the position of senior vice president for finance, business, and administration; and

WHEREAS the position of vice president for university relations is being created to establish senior leadership responsibility for the development and coordination of a comprehensive communications and marketing strategy for the University; and

WHEREAS these and other position realignments and assignments are reflected in personnel actions which are the subject of a separate resolution; and

WHEREAS as a part of the restructuring of the University administration, amendments to the Bylaws of the Board of Trustees and Rules of the University Faculty are necessary to effectuate the changes proposed:

NOW THEREFORE

BE IT RESOLVED, That upon the recommendation of the President, the proposed administrative reorganization be hereby adopted, effective immediately; and

BE IT FURTHER RESOLVED, That the Secretary of the Board of Trustees is hereby authorized and directed to incorporate the recommended changes -- title changes, unit designations, and unit realignments in the applicable sections in the Bylaws of the Board of Trustees and the Rules of the University Faculty.

(See Appendix XX for administrative reorganization chart, page 459.)

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AMENDMENTS TO RULES

Resolution No. 99-59

Synopsis: Approval of the following amendments to the Rules of the University Faculty and Traffic and Parking Rules are recommended.

WHEREAS the University Senate pursuant to rule 3335-1-09 of the Administrative Code is authorized to recommend through the President to the Board of Trustees the adoption of amendments to the Rules of the University Faculty as approved by the University Senate; and

WHEREAS the proposed changes in the Rules of the University Faculty were approved by the University Senate on October 31, 1998; and

WHEREAS on November 3, 1978, the Board adopted Motor Vehicle, Traffic and Parking Regulations of The Ohio State University and amendments to those rules are recommended as follows:

AMENDMENTS TO RULES (contd)

Amended Rules of the University Faculty

3335-5-37 Membership.

There shall be a university senate, a unicameral body constituted as follows:

- (A) Unchanged.
- (B) Non-voting members: senate members not entitled to vote on the floor of the senate, but otherwise to participate in all senate deliberations, shall include the chair of faculty council (if not a member of the senate), the president of the alumni association, the secretary of the university senate, the president of the freshman senate, the president of the undergraduate student government, the vice president of the undergraduate student government, the president of the council of graduate students, and the president of the inter-professional council, AND THE CHAIR OF THE UNIVERSITY STAFF ADVISORY COMMITTEE. (B/T 7/7/72, B/T 6/14/74, B/T 7/9/76, B/T 7/22/77, B/T 7/20/79, B/T 2/3/84, B/T 2/7/86, B/T 2/1/91, B/T 4/7/95, B/T 5/3/96, B/T 8/1/97, B/T 12/4/98)

Amendments to Traffic and Parking Rules

3335-21-18 Bicycles, motorized bicycles and toy vehicles.

(A) through (N) unchanged.

- (O) Use of coasters, roller skates, ROLLER BLADES, SKATEBOARDS, OR similar devices.

~~No person upon roller skates, or riding in or by means of any coaster, shall go upon any street or roadway, except while crossing a street, roadway or driveway on a crosswalk, and when so crossing such person shall be granted all the rights and shall be subject to all the duties applicable to pedestrians. This section shall not apply upon a street or roadway that is set aside as a recreation street or roadway as authorized by these rules.~~

PERSONS USING SKATEBOARDS, ROLLER SKATES, ROLLER BLADES, COASTERS, OR ANY SIMILAR DEVICE ON UNIVERSITY PREMISES ARE LIMITED TO RIDING UPON SIDEWALKS AND CROSSWALKS AND MUST YIELD THE RIGHT OF WAY TO PEDESTRIANS, BICYCLISTS, AND MOTORISTS. THE USE OF SKATEBOARDS, ROLLER SKATES, ROLLER BLADES, COASTERS, OR ANY SIMILAR DEVICE IS PROHIBITED IN ALL OTHER AREAS, INCLUDING, WITHOUT LIMITATION, UPON ROADWAYS OR BICYCLE PATHS; INSIDE ANY UNIVERSITY BUILDING; IN ANY PARKING LOT, GARAGE, OR CONSTRUCTION AREA; OR UPON SITE FURNITURE, ARCHITECTURAL ELEMENTS, WALLS, STEPS, RAMPS, OR SITE IMPROVEMENTS.

(P) through (Q) unchanged.

- (R) Impounding of bicycles, SKATEBOARDS, ROLLER SKATES, ROLLER BLADES, COASTERS OR SIMILAR DEVICES.

Any bicycle, SKATEBOARD, ROLLER SKATE, ROLLER BLADE, COASTER, OR SIMILAR DEVICE USED in violation of any of the provisions of these rules may be impounded by and held in the custody of the division of ~~traffic~~ TRANSPORTATION and parking SERVICES until there is final disposition of all issued notices of violation. Any impounded bicycle, SKATEBOARD, ROLLER SKATE, ROLLER BLADE, COASTER, OR SIMILAR DEVICE held in custody by the division for longer than ninety consecutive days may be disposed of through the university ~~inventory department~~ SURPLUS PROPERTY DEPARTMENT.

Balance unchanged.

AMENDMENTS TO RULES (contd)

NOW THEREFORE

BE IT RESOLVED, That the foregoing amendments to the Rules of the University Faculty, as recommended by the University Senate, and amendments to the Traffic and Parking Rules, as recommended by the Office of Business and Administration be adopted.

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HONORARY DEGREE

Resolution No. 99-60

Synopsis: The awarding of an honorary degree to Ilse Lehiste is recommended for approval.

WHEREAS the Committee on Honorary Degrees and the University Senate, pursuant to rule 3335-5-488 of the Administrative Code, have approved for recommendation to the Board of Trustees awarding of an honorary degree as listed below:

Ilse Lehiste

Doctor of Humane Letters

NOW THEREFORE

BE IT RESOLVED, That the above honorary degree be awarded in accordance with the recommendation at a time convenient to the University and the recipients.

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DEGREES AND CERTIFICATES - AUTUMN QUARTER COMMENCEMENT

Resolution No. 99-61

Synopsis: Approval of Degrees and Certificates for Autumn Quarter is proposed.

WHEREAS pursuant to paragraph (E) of rule 3335-1-06 of the Administrative Code, the Board has authority for the issuance of degrees and certificates; and

WHEREAS the faculties of the colleges and schools shall transmit, in accordance with rule 3335-9-29 of the Administrative Code, for approval by the Board of Trustees the names of persons who have completed degree and certificate requirements:

NOW THEREFORE

BE IT RESOLVED, That the degrees and certificates be conferred on December 11, 1998, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools, and that the names of those persons awarded degrees and certificates be included in the minutes of this meeting.

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PERSONNEL ACTIONS

Resolution No. 99-62

RESOLVED, That the personnel actions as recorded in the Personnel Budget Records of the University since the November 6, 1998 meeting of the Board, including the following Central Administration Changes in Responsibility, Appointment, Appointment of Chairs/Director, Leaves of Absence Without Salary, Professional Improvement Leaves, Emeritus Title, as detailed in the University Budget be approved, and the Medical Staff Appointments/ Reappointments (The Ohio State University Medical Center) approved October 22, 1998, by the Hospitals Board and the Medical Staff Appointments/Reappointments (The Arthur G. James Cancer Hospital and Research Institute) approved November 17, 1998, by The Arthur G. James Cancer Hospital and Research Institute Board, be ratified.

Central Administration Changes in Responsibility

Name: JAMES F. DAVIS
Title: Interim Chief Information Officer
Office: Academic Affairs
Effective: December 4, 1998
Present Position: Associate Provost and Director of University Technology Services

Name: MARTHA M. GARLAND
Title: Vice Provost and Dean of Undergraduate Studies
Office: Academic Affairs
Effective: November 20, 1998
Present Position: Vice Provost for Undergraduate Studies

Name: WILLIAM J. NAPIER
Title: Special Assistant to the President for Government Relations and Secretary of the Board of Trustees
Offices: President/Board of Trustees
Effective: December 4, 1998
Present Position: Executive Assistant to the President and Secretary of the Board of Trustees

Name: L. ALAYNE PARSON
Title: Senior Vice Provost for Academic Administration
Office: Academic Affairs
Effective: November 20, 1998
Present Position: Vice Provost for Academic Program Coordination and Initiatives

Name: EDWARD J. RAY
Title: Executive Vice President and Provost
Office: Academic Affairs
Effective: November 20, 1998
Present Position: Interim Senior Vice President and Provost

Name: NANCY M. RUDD
Title: Vice Provost for Academic Policy and Human Resources
Office: Academic Affairs
Effective: November 20, 1998
Present Position: Vice Provost for Academic Policy and Personnel

Name: WILLIAM J. SHKURTI
Title: Senior Vice President for Finance, Business, and Administration
Offices: Finance/Business and Administration
Effective: December 4, 1998
Present Position: Vice President for Finance

PERSONNEL ACTIONS (contd)

Central Administration Changes in Responsibility (contd)

Name: W. RANDY SMITH
Title: Vice Provost for Curriculum and Institutional Relations
Office: Academic Affairs
Effective: November 20, 1998
Present Position: Associate Provost for Assessment and Institutional Cooperation

Name: MAC A. STEWART
Title: Associate Provost for Undergraduate Studies and Dean of University College
Office/College: Academic Affairs/University College
Effective: November 1, 1998
Present Position: Dean, University College

Name: VIRGINIA M. TRETHERWEY
Title: Executive Assistant to the President and General Counsel
Offices: President/Legal Affairs
Effective: December 4, 1998
Present Position: Vice President for Legal Affairs and General Counsel

Appointment:

Name: HERBERT B. ASHER
Title: Interim Director
Pending Institute: John Glenn Institute for Public Service and Public Policy
Term: September 1, 1998 through August 31, 1999
Present Position: Professor Emeritus, Department of Political Sciences and Counselor to the President

Appointment of Chairs and Director

December 1, 1998 through November 30, 1999

Horticulture and Crop Science
Ohio Agricultural Research and
Development Center

A. Ray Miller*
Lowell R. Nault*

January 1, 1999 through September 30, 2002

Agricultural, Environmental and Development
Economics

Alan J. Randall

*Interim

Leave of Absence Without Salary

HELENA I. KAUFMAN, Assistant Professor, Department of Spanish and Portuguese, effective Winter Quarter 1999, for personal reasons.

Leave of Absence Without Salary -- Change in Dates

ANTHONY B. SANDERS, Professor, Department of Finance, change leave from Spring Quarter and Autumn Quarter 1998, and Winter Quarter and Spring Quarter 1999, to Spring Quarter and Autumn Quarter 1998 through November 30, 1998.

PERSONNEL ACTIONS (contd)

Leave of Absence Without Salary -- Continuation

RONI YAGEL, Associate Professor, Department of Computer and Information Science, effective Autumn Quarter 1998, Winter and Spring Quarter 1999, for personal reasons.

Professional Improvement Leaves

NICHOLAS G. HALL, Professor, Department of Management Sciences, effective Autumn Quarter 1999, Winter and Spring Quarter 2000.

VIRGINIA E. RICHARDSON, Professor, College of Social Work, effective Autumn Quarter 1999, Winter Quarter and Spring Quarter 2000.

RICHARD A. BRADLEY, Associate Professor, Department of Evolution, Ecology, and Organismal Biology, effective Spring Quarter and Autumn Quarter 1999, and Winter Quarter 2000.

Professional Improvement Leave -- Change in Dates

PETER L. HAHN, Associate Professor, Department of History, change leave from Autumn Quarter 1998, Winter Quarter and Spring Quarter 1999, to Winter Quarter 1999.

Medical Staff Appointments and Reappointments (The Ohio State University Medical Center)

September 1998

<u>Name</u>	<u>Department</u>	<u>Status</u>	<u>Dates</u>
Sheila Ann Cain, M.D.	General Pediatrics	PGY1 Limited	7/1/98 - 6/30/99
Wendy K. Dage, M.D.	Pediatrics	PGY1 Limited	7/1/98 - 6/30/99
Babak Emami, D.D.S.	Oral/Maxillofacial Surgery	PGY1 Limited	7/1/98 - 6/30/99
Arthur Flores, M.D.	Family Medicine	PGY1 Limited	7/1/98 - 6/30/99
Maritha A. Hollingsworth, M.D.	Pediatrics	PGY1 Limited	7/1/98 - 6/30/99
Michele M. Hwang, M.D.	Pediatrics	PGY1 Limited	7/1/98 - 6/30/99
Gregory P. Jones, M.D.	Pediatrics	PGY1 Limited	7/1/98 - 6/30/99
Daniel L. Kapp, M.D.	Plastic Surgery	PGY1 Limited	7/1/98 - 6/30/99
Kevin G. Kegler, M.D.	Ophthalmology	PGY2 Limited	7/1/98 - 6/30/99
Stephen C. Koesters, M.D.	General Medicine	PGY1 Limited	7/1/98 - 6/30/99
John D. Leff, M.D.	Transplant	PGY3 Limited	10/1/98 - 10/31/98
Clifford B. Maximo, M.D.	Surgery	PGY5 Limited	7/1/98 - 6/30/00
Matthew J. Morrison, M.D.	Pediatrics	PGY1 Limited	7/1/98 - 6/30/00
Tariq A. Nayfgh, M.D.	Orthopedic Surgery	PGY1 Limited	7/1/98 - 6/30/00
Matthew A. Pecci, M.D.	Fam Med/Sports Medicine	PGY1 Limited	9/1/98 - 6/30/00
Jaspere A. Petrucci, M.D.	Orthopedic Surgery	PGY1 Limited	7/1/98 - 6/30/00
Robert W. Reagan, Jr., M.D.	General Surgery	PGY1 Limited	7/1/98 - 6/30/00
David J. Robertson, M.D.	General Surgery	PGY1 Limited	7/1/98 - 6/30/00
Todd J. Sadowski, M.D.	General Surgery	PGY1 Limited	7/1/98 - 6/30/00
Paulette M. See, M.D.	Pediatrics	PGY1 Limited	7/1/98 - 6/30/00
Jean L. Smith, M.D.	Pediatrics	PGY1 Limited	7/1/98 - 6/30/00
Javeed S. Syed, M.D.	Internal Medicine	Limited	9/1/98 - 6/30/99
Elizabeth S. Tuttle, M.D.	Family Medicine	Comm Affiliate	7/1/98 - 6/30/00
Rebecca A. Ware, M.D.	General Psychiatry	PGY2 Limited	7/1/98 - 6/30/00
Gwynette M. Williams, M.D.	Pediatrics	Courtesy	7/1/98 - 6/30/00
Samuel D. Weller, M.D.	Family Medicine	PGY1 Limited	7/1/98 - 6/30/00
Russell Wenacur, M.D.	Fam Med/Sports Medicine	PGY4 Limited	9/1/98 - 6/30/00
Catherine Wubbel, M.D.	Pediatrics	PGY2 Limited	7/1/98 - 6/30/00

PERSONNEL ACTIONS (contd)

Medical Staff Appointments (The Arthur G. James Cancer Hospital and Research Institute)

September/October/November, 1998

Hamby Awad-Elsayed, M.D., Associate Attending, Anesthesiology
Thomas W. Englehart, M.D., Associate Attending, Anesthesiology
Mark A. Gerhardt, M.D., Associate Attending, Anesthesiology
Nestor M. Narcelles, M.D., Associate Attending, Anesthesiology
Mary Jo Welker, M.D., Associate Attending, Family Medicine
Diana L. Bushless, M.D., Associate Attending, Medicine
Curtis J. Daniels, M.D., Associate Attending, Medicine
Jeffrey C. Eschbach, M.D., Clinical Attending, Medicine
Ruairi J. Fahy, M.D., Associate Attending, Medicine
Christopher Mabee, M.D., Associate Attending, Medicine
Guido Marcucci, M.D., Attending, Medicine
Gregory A. Otterson, M.D., Attending, Medicine
Victoria Seewaldt, M.D., Attending, Medicine
Manish Shah, M.D., Attending, Medicine
Louis A. Violi, M.D., Associate Attending, Medicine
Deborah Bartholomew, M.D., Associate Attending, OB/GYN
Stephanie Costa, M.D., Clinical Attending, OB/GYN
Evan J. Tobin, M.D., Associate Attending, Otolaryngology
Manjunath Vadmal, M.D., Associate Attending, Pathology
Paul Walkely, M.D., Associate Attending, Pathology
Rodney Pozderac, M.D., Associate Attending, Radiology
Michael R. Cram, M.D., Associate Attending, Surgery
Michael F. Cunningham, M.D., Associate Attending, Surgery
Andrew Goldstein, M.D., Associate Attending, Surgery
William J. Somers, M.D., Community Associate Attending, Surgery

September 9, 1998 through June 30 1999

Todd Cohen, M.D., Associate Attending, Surgery/Urology
Charles Cook, M.D., Associate Attending, Surgery/General

September 9, 1998 through June 30, 2000

Deborah A. Martinez, M.D., Attending, Surgery/Oncology
Robert E. Michler, M.D., Associate Attending, Surgery/Cardiothoracic
Rafael E. Villalobos, D.O., Associate Attending, Surgery/Plastic
Nicholas Senchysyak, D.O., Associate Attending, Anesthesiology

November 13, 1998 through June 30, 1999

Kelli A. Cawley, M.D., Attending, Medicine/Hem/Onc
John A. Larry, M.D., Associate Attending, Medicine/Cardio

November 13, 1998 through June 30, 2000

Geoffrey Vaughan, M.D., Associate Attending, Medicine/Gen. Int.

1998-2000

Henry Nasrallah, M.D., Associate Attending, Psychiatry
Stephen F. Pariser, M.D., Associate Attending, Psychiatry
Zarife Sahenk, M.D., Associate Attending, Neurology

PERSONNEL ACTIONS (contd)

Emeritus Title

YAN-SHUAN LAO, Department of East Asian Languages and Literatures, with the title Associate Professor Emeritus, effective October 1, 1998.

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REPORT OF RESEARCH CONTRACTS AND GRANTS

Resolution No. 99-63

Synopsis: The reports on research and other sponsored program contracts and grants and the summary for October 1998 are presented for Board acceptance.

WHEREAS monies are solicited and received on behalf of the University from governmental, industrial, and other agencies in support of research, instructional activities, and service; and

WHEREAS such monies are received through The Ohio State University Research Foundation:

NOW THEREFORE

BE IT RESOLVED, That the research agreement between The Ohio State University and The Ohio State University Research Foundation for the contracts and grants reported herein during the month of October 1998 be approved.

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REPORT ON UNIVERSITY DEVELOPMENT

Resolution No. 99-64

Synopsis: The report on the receipt of gifts and the summary for October 1998 are presented for Board acceptance.

WHEREAS monies are solicited and received on behalf of the University from alumni, industry, and various individuals in support of research, instructional activities, and service; and

WHEREAS such gifts are received through The Ohio State University Development Fund and The Ohio State University Foundation; and

WHEREAS this report includes the establishment of nine (9) new named endowed funds:

NOW THEREFORE

BE IT RESOLVED, That the acceptance of the report from The Ohio State University Development Fund and The Ohio State University Foundation during the month of October 1998 be approved.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

TOTAL UNIVERSITY PRIVATE SUPPORT

July-October
1997 Compared to 1998

GIFT RECEIPTS BY DONOR TYPE

		Dollars July through October	
	<u>1997</u>	<u>1998</u>	<u>% Change</u>
Individuals:			
Alumni (Current Giving)	\$ 3,233,683	\$14,265,423	341%
Alumni (From Bequests)	<u>1,938,538</u>	<u>444,615</u>	-77%
Alumni Total	\$ 5,172,221	\$14,710,038	185%
Non-Alumni (Current Giving)	\$ 2,033,502	\$ 2,281,386	12%
Non-Alumni (From Bequests)	<u>1,445,164</u>	<u>668,808</u>	-54%
Non-Alumni Total	\$ 3,478,666	\$ 2,950,194	-15%
Individual Total	\$ 8,650,887	\$17,660,232	104% ^A
Corporations/Corp. Foundations	\$ 9,743,941	\$12,097,355	24% ^B
Private Foundations	\$ 1,937,146	\$ 2,514,589	30% ^C
Associations & Other Organizations	\$ <u>956,078</u>	\$ <u>843,872</u>	-12% ^D
Total	\$21,288,052	\$33,116,048	56%

NOTES

- A Individual giving is up 104% largely due to one gift totaling more than \$9 million which occurred during August, 1998.
- B Giving at the \$10,000 or more level from corporations is up 22% so far this year (\$10.0 million from 190 gifts this year; \$8.2 million from 159 gifts last year).
- C Foundation giving at the \$10,000 or more level is up 29% for the first four months of the fiscal year (\$1.7 million from 38 gifts last year; \$2.2 million from 50 gifts this year).
- D Other organizations and associations have given about \$100,000 less at the \$10,000 or more level so far this year compared with last year.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

TOTAL UNIVERSITY PRIVATE SUPPORT (contd)

July-October (contd)
1997 Compared to 1998 (contd)

GIFT RECEIPTS BY PURPOSE

	Dollars July through October		
	<u>1997</u>	<u>1998</u>	<u>% Change</u>
Gift Receipts to Current Use & Endowment Funds:			
Buildings/Equipment	\$ 2,807,650	\$ 10,995,483	292
Faculty Support	\$ 4,436,519	\$ 2,254,947	-49
Program Support	\$ 8,675,076	\$14,911,865	72
Student Financial Aid	\$ 2,712,768	\$ 2,528,164	-7
Annual Funds-Colleges/ Departments	\$ 2,110,612	\$ 2,230,897	6
Annual Funds-University	\$ <u>545,427</u>	\$ <u>194,692</u>	-64
Total	\$21,288,052	\$33,116,048	56

GIFT ADDITIONS TO ENDOWMENT

	Dollars July through October		
	<u>1997</u>	<u>1998</u>	<u>% Change</u>
	\$ 8,948,338	\$16,594,742	85

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

	<u>Previous Gifts</u>	<u>Current Gifts</u>	<u>Total Gifts</u>
<u>Establishment of Named Endowed Fund</u>			
The Hugh A. Lindsey and Robert C. Winzeler Scholarship Endowment (Scholarships to graduates of high schools in Williams County, Ohio; provided by gifts from the Robert C. Winzeler family, the OSU Williams County Alumni Club and friends).	\$25,218.23		\$25,218.23

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION

	<u>Previous Gifts</u>	<u>Current Gifts</u>	<u>Total Gifts</u>
<u>Establishment of Named Endowed Funds</u>			
Eleanor Shane Resler Cancer Research Endowment Fund (Support of cancer research at the Comprehensive Cancer Center - Arthur G. James Cancer Hospital and Research Institute; provided by an anonymous estate gift).			
The Lambert Family Athletic Scholarship (grant-in-aid soccer scholarships - Department of Athletics; provided by gifts from Bill Lambert).		\$100,000.00	\$100,000.00
The F. Ernest and Maryann I. Barthel Scholarship Fund (Scholarships - Fisher College of Business; provided by gifts from F. Ernest and Maryann I. Barthel).		\$48,437.50	\$48,437.50
Ohio Home Builders Scholarship Fund (Scholarships and support of Construction Technology at the Agricultural Technical Institute; provided by gifts from The Ohio Home Builders Association).		\$30,500.00	\$30,500.00
The Madalyn Schlezinger Fund (Support of cancer research at the Comprehensive Cancer Center - Arthur G. James Cancer Hospital and Research Institute; provided by gifts from Edward Schlezinger, Joan Kass, I. Howard Schlezinger, Anne Safdi and Bernard Ruben).		\$30,050.00	\$30,050.00
Billy A. Hill Scholarship Fund (Scholarships - Department of Athletics; provided by gifts from friends, colleagues and family members in memory of Billy A. Hill).		\$25,758.95	\$25,758.95
Luther F. Lalendorf Memorial Scholarship Endowment (Scholarships - College of Humanities; provided by gifts from Gretchen Lalendorf Rogers in memory of her father Luther F. Lalendorf).		\$25,000.00	\$25,000.00

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

	<u>Previous Gifts</u>	<u>Current Gifts</u>	<u>Total Gifts</u>
<u>Establishment of Named Endowed Funds (contd)</u>			
The George E. and Betty L. Merva Scholarship Endowment Fund (Scholarships - Department of Food, Agricultural and Biological Engineering; provided by gifts from George E. and Betty L. Merva).		\$25,000.00	\$25,000.00
	<hr/>	<hr/>	
	\$25,218.23	\$284,746.45	\$309,964.68

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

ESTABLISHMENT OF NAMED ENDOWED FUND

The Hugh A. Lindsey and Robert C. Winzeler Scholarship Endowment

The Hugh A. Lindsey and Robert C. Winzeler Scholarship Endowment was established December 4, 1998, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from the Robert C. Winzeler Family, Montpelier, Ohio, the Hugh A. Lindsey Family, Bryan, Ohio, the OSU Williams County Alumni Club, and friends of The Ohio State University.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be distributed to the Office of Student Financial Aid to provide one or more scholarships for financially needy students who have graduated from high schools of Williams County, Ohio. The Ohio State University Alumni Club of Williams County will recruit and interview eligible applicants, rank and recommend recipients to the OSU Office of Student Financial Aid. Final selection will be made by the University Committee on Student Financial Aid in consultation with the Alumni Club.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the director of Student Financial Aid and the Alumni Club of Williams County in order to carry out the desire of the donors.

\$25,218.23

THE OHIO STATE UNIVERSITY FOUNDATION

ESTABLISHMENT OF NAMED ENDOWED FUND

Eleanor Shane Resler Cancer Research Endowment Fund

The Eleanor Shane Resler Cancer Research Endowment Fund at the Comprehensive Cancer Center - The Arthur G. James Cancer Hospital and Research Institute was established December 4, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an estate gift.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

ESTABLISHMENT OF NAMED ENDOWED FUND (contd)

Eleanor Shane Resler Cancer Research Endowment Fund (contd)

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support cancer research at the Comprehensive Cancer Center - The Arthur G. James Cancer Hospital and Research Institute at The Ohio State University. This fund will pay out all income with no return to principal.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the Director and Co-Director of the Comprehensive Cancer Center - The Arthur G. James Cancer Hospital and Research Institute and the Vice President for Health Sciences in order to carry out the desire of the donor.

The Lambert Family Athletic Scholarship

The Lambert Family Athletic Scholarship was established December 4, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Bill Lambert (B.S.Bus.Adm. '68) of New York, New York.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to supplement the student grant-in-aid scholarship costs of a student-athlete who is a member of the men's soccer team pursuing an undergraduate degree at The Ohio State University. Recipients shall be selected by the Director of Athletics in consultation with the University Committee on Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board as recommended by the Director of Athletics in order to carry out the desire of the donor.

\$100,000.00

The F. Ernest and Maryann I. Barthel Scholarship Fund

The F. Ernest and Maryann I. Barthel Scholarship Fund was established December 4, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from F. Ernest (B.S.Bus.Adm. '58) and Maryann I. Barthel.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support a junior or senior student who has been admitted into the Fisher College of Business' Accounting Department and is pursuing a degree in accounting and maintains a minimum grade point average of 3.0 on a 4.0 scale. Scholarship recipients will be selected in consultation with the University Committee on Student Financial Aid.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

ESTABLISHMENT OF NAMED ENDOWED FUND (contd)

The F. Ernest and Maryann I. Barthel Scholarship Fund (contd)

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the Dean of the Fisher College of Business in order to carry out the desire of the donors.

\$48,437.50

Ohio Home Builders Scholarship Fund

The Ohio Home Builders Scholarship Fund was established December 4, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts to the University from the Ohio Home Builders Association, Columbus, Ohio.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall benefit construction technology at the Agricultural Technical Institute. At least \$1,000 or 80% of the annual income, whichever is greater, shall be used for scholarships to students in this program. The remaining income shall be used to support the program at the discretion of the technology coordinator.

Scholarship recipients will be selected by the financial aid coordinator at ATI in consultation with the chair of the Agricultural Technologies Division, and in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the appropriate college dean, school director, department chairperson, or program administrative officer in order to carry out the desire of the donors.

\$30,500.00

The Madalyn Schlezinger Fund

The Madalyn Schlezinger Fund at the Comprehensive Cancer Center - The Arthur G. James Cancer Hospital and Research Institute was established December 4, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Edward Schlezinger (B.S.Bus.Adm. '32) of Columbus, Ohio, Joan Kass of Port Washington, New York, I. Howard Schlezinger (B.S.Bus.Adm. '64) of Columbus, Ohio, Anne Safdi of Cincinnati, Ohio, and Bernard Ruben of Columbus, Ohio.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support cancer research at the Comprehensive Cancer Center - The Arthur G. James Cancer Hospital and Research Institute at The Ohio State University as approved by the Director of The Arthur G. James Cancer Hospital and Research Institute, the Director of the Comprehensive Cancer Center, and the Vice President for Health Sciences. Any unused income shall be returned to the principal of this fund.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

ESTABLISHMENT OF NAMED ENDOWED FUND (contd)

The Madalyn Schlezinger Fund (contd)

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the Director of The Arthur G. James Cancer Hospital and Research Institute, the Director of the Comprehensive Cancer Center, and the Vice President for Health Sciences in order to carry out the desire of the donors.

\$30,050.00

Billy A. Hill Scholarship Fund

The Billy A. Hill Scholarship Fund was established December 4, 1998, in accordance with guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts from friends, colleagues and family members, in memory of Billy A. Hill, who served the University from 1971 until the time of his passing on February 20, 1995. Billy was Head Trainer in the Athletic Department and held an adjunct teaching appointment in the School of Physical Activity and Educational Services.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide book scholarships for deserving students in pursuit of their academic goals at The Ohio State University, and financial assistance to talented students in athletic training in the Ohio State Department of Athletics. Scholarship recipients will be selected in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board as recommended by the Director of Athletics and the Vice Provost for Minority Affairs in order to carry out the desire of the donors.

\$25,758.95

Luther F. Lalendorf Memorial Scholarship Endowment

The Luther F. Lalendorf Memorial Scholarship Endowment was established December 4, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts designated for support of the College of Humanities from Gretchen Lalendorf Rogers in loving memory of her father, Luther F. Lalendorf (B.A. English '31).

Born December 4, 1909, in Toledo, Ohio, Luther F. Lalendorf distinguished himself as a student and campus leader, recognized by Bucket and Dipper and Sphinx Honoraries. He served as president of Big Brothers in Columbus and was a member of their national board. Mr. Lalendorf retired as an executive vice president of Columbus Coated Fabrics Corp. and lived in Sarasota, Florida for 26 years. Married to Florence Yurjevic Lalendorf (B.A. French '30), he died September 6, 1998.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

ESTABLISHMENT OF NAMED ENDOWED FUND (contd)

Luther F. Lalendorf Memorial Scholarship Endowment (contd)

The annual income shall be distributed to the College of Humanities to be used to provide one or more renewable academic scholarships for undergraduates in the humanities with preference for those who have participated in the Big Brothers/Big Sisters organization or its successor. Scholarship recipients will be selected in consultation with the University Committee on Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the appropriate college dean, in order to carry out the desire of the donor.

\$25,000.00

The George E. and Betty L. Merva Scholarship Endowment Fund

The George E. and Betty L. Merva Scholarship Endowment Fund was established December 4, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from George E. (B.S.Agr.E. '60; Ph.D. Ag Engineering '67) and Betty L. Merva to The Ohio State University, College of Food, Agricultural and Environmental Sciences.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide a scholarship annually to an undergraduate engineering student enrolled in a program of the Department of Food, Agricultural, and Biological Engineering. Priority will be based on scholastic merit and leadership. First choice of the funds of this scholarship shall go to a student from Guernsey County. The second choice for these funds shall go to a student in Southeastern Ohio, and lastly to any qualified student in the Department of Food, Agricultural, and Biological Engineering. Scholarship recipients will be selected in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then the funds shall then be transferred to the College of Engineering for scholarships. The Foundation Board will consult with the Vice President for Agricultural Administration, or Dean, College of Engineering and the Chair, Department of Food, Agricultural, and Biological Engineering in order to carry out the desire of the donors.

\$25,000.00

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**EMPLOYMENT OF ARCHITECTS/ENGINEERS AND
REQUEST FOR CONSTRUCTION BIDS**

Resolution No. 99-65

**RHODES HALL - 2 WEST - CARDIAC CATHETERIZATION
LARKINS HALL RENOVATION/ADDITION
NEWARK - FOUNDERS HALL SCIENCE LAB RENOVATION**

Synopsis: Authorization to employ architect/engineering firms and request construction bids for the Rhodes Hall - 2 West - Cardiac Catheterization project, authorization to employ architect/engineering firms for the Larkins Hall - Renovation/Addition project, and authorization to request construction bids for the Newark - Founders Hall Science Lab Renovation project is requested.

WHEREAS University Hospitals desires to construct two new cardiac catheterization labs, renovate three existing cardiac catheterization labs and support space on the second floor of Rhodes/Doan Hall, and relocate the Respiratory Therapy department and all resident and staff call rooms and related functions into the shelled space on the third floor of Doan Hall; and

WHEREAS the total estimated project cost is \$3,000,000 and the total estimated construction cost is \$2,400,000, with funding provided by University Hospitals; and

WHEREAS the University desires to plan and design the renovation of approximately 258,000 gross square feet of existing facilities and the addition of approximately 380,000 gross square feet of new space to Larkins Hall to completely upgrade the current primary student recreation and physical education facility, including all related business offices and required support functions currently housed in Larkins Hall, and replace the existing Peppe Aquatic Center; and

WHEREAS the total estimated project cost is \$132,335,862 and the total estimated construction cost is \$89,373,268, with funding provided by 1999-2000 biennium Capital Bill (\$3,000,000), future biennium capital bill (\$32,950,797), and student fees and local funds (\$96,385,065); and

WHEREAS the Newark Campus desires to proceed with the renovation of the science laboratories in Founders Hall; and

WHEREAS the total estimated project cost is \$1,036,144 and the total estimated construction cost is \$845,046, with funding provided by House Bill 904 (\$225,000), Central Ohio Technical College/Lima Campus (\$811,144):

NOW THEREFORE

BE IT RESOLVED, That the President and/or Vice President for Business and Administration be authorized to select qualified architectural/engineering firms as necessary for the Rhodes Hall - 2 West - Cardiac Catheterization project and that the fees for these services be negotiated between the firm selected and the University; and

BE IT RESOLVED, That the President and/or Vice President for Business and Administration be authorized to select qualified architectural/engineering firms as necessary for the Larkins Hall - Renovation/Addition project, subject to appropriate consultation and a memorandum of understanding approved by all offices involved, and that the fees for these services be negotiated between the firm selected and the University; and

**EMPLOYMENT OF ARCHITECTS/ENGINEERS AND
REQUEST FOR CONSTRUCTION BIDS (contd)**

BE IT FURTHER RESOLVED, That the President and/or Vice President for Business and Administration be authorized to request construction bids for the Rhodes Hall - 2 West - Cardiac Catheterization, and Newark - Founders Hall Science Lab Renovation projects in accordance with established University and State of Ohio procedures, and if satisfactory bids are received, to issue contracts with all actions to be reported to this Board at the appropriate time.

(See Appendix XXI for maps, page 475.)

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**REPORT OF AWARD OF CONTRACTS AND
ESTABLISHMENT OF CONTINGENCY FUNDS**

Resolution No. 99-66

OARDC - FAHRP ANIMAL BUILDING RENOVATION
UTILITIES UPGRADE - LIGHTING RETROFIT PHASE II
POMERENE HALL - IMPROVEMENTS
POSTLE HALL - ROOF REPLACEMENT PHASE I
HOPKINS HALL - CHILLER REPLACEMENT
ENERGY CONTROL MODIFICATIONS
CAMPUS GROUNDS - EXTERIOR LIGHTING PHASE V
BOTANY AND ZOOLOGY - SAFETY EQUIPMENT
CUNZ HALL - SECOND FLOOR RENOVATION
DOAN HALL - SURGERIES
ELEVATOR MODERNIZATION/UPGRADE
HASKETT HALL - ROOF REPLACEMENT
LARKINS HALL - DOOR REPLACEMENTS
LARKINS HALL - STRUCTURAL IMPROVEMENTS
SCIENCE AND ENGINEERING LIBRARY - HIGH TECH SPACE
LIMA - QUADRANGLE SIDEWALKS
ELEVATOR UPGRADES
RHODES HALL - LABORATORY ROBOTICS
ARPS/HOPKINS/MERSHON - ADA MODIFICATIONS
ARPS HALL - CHILLER REPLACEMENT
NEWTON HALL - RENOVATION
MANSFIELD CAMPUS - RENOVATIONS
BEVIS HALL - TRANSGENIC ZEBRAFISH LAB
HITCHCOCK HALL - HVAC UPGRADES
JAY COOKE RESIDENCE - ROOF AND WINDOW REPLACEMENT
STORM WATER MANAGEMENT - FYFFE ROAD EXTENSION
OSHA VENTILATION - GROUP 1 (BIO SCIENCE)

Synopsis: Acceptance of the report of award of contracts and establishment of contingency funds for the projects indicated is requested.

WHEREAS resolutions adopted by the Board of Trustees on October 5, 1990, February 4, 1993, February 4, 1994, December 2, 1994, September 13, 1996, September 26, 1996, December 6, 1996, March 14, 1997, July 11, 1997, September 5, 1997, October 3, 1997, February 6, 1998, May 1, 1998, and June 5, 1998, and authorized the President and/or Vice President for Business and Administration to request construction bids in accordance with established State of Ohio and University procedures, and if satisfactory bids were received to award contracts for the following projects:

(*Recommended alternates included in these amounts.)

**REPORT OF AWARD OF CONTRACTS AND
ESTABLISHMENT OF CONTINGENCY FUNDS (contd)**

OARDC - FAHRP Animal Building Renovations

This project renovates the Swine Isolation Building. The total project cost is \$343,060; funding is provided by House Bill 790. The completion date was October 1998. The contracts awarded are as follows:

Design: The Ohio State University

General Contract:	Stanley Miller Construction, East Sparta, Ohio
Amount:	\$136,500 *
Estimate:	\$153,800 *
Plumbing Contract:	Soehnlén Piping, Louisville, Ohio
Amount:	\$26,000 *
Estimate:	\$36,600 *
HVAC Contract:	Soehnlén Piping, Louisville, Ohio
Amount:	\$101,000 +
Estimate:	\$97,000
Electric Contract:	Shaffer Electric, Wooster, Ohio
Amount:	\$21,731
Estimate:	\$32,200
Total All Contracts:	\$285,231
Contingency Allowance:	\$28,524
Total Project Cost	\$343,060

+ The HVAC contract is in excess of the filed estimate of cost; however the total price of all contracts is within 10% of the total estimate of cost and is recommended for award as provided by Section 153.12 of the Revised Code.

Utilities Upgrade - Lighting Retrofit Phase II

This project upgrades the lighting in older north campus buildings by replacing fixtures or modifying existing fixtures to operate with more energy efficient tubes and electronic ballasts. The total project cost is \$250,000; funding is provided by House Bill 748. The completion date was July 1998. The contract awarded is as follows:

Design: The Ohio State University

Electric Contract:	Fetter Electric, Newark, Ohio
Amount:	\$197,650
Estimate:	\$407,000
Total All Contracts:	\$197,600
Contingency Allowance:	\$19,635
Total Project Cost	\$250,000

Pomerene Hall - Improvements

This project renovates ceilings and walls on the upper floors that were damaged by the roof leaks. The total project cost is \$177,305; funding is provided by House Bill 904. The completion date was September 1998. The contract awarded is as follows:

Design: Braun & Steidl, Columbus, Ohio

General Contract:	The Atلمان Company, Columbus, Ohio
Amount:	\$146,460 *
Estimate:	\$236,114 *
Total All Contracts:	\$146,460 *
Contingency Allowance:	\$14,648
Total Project Cost	\$177,305

**REPORT OF AWARD OF CONTRACTS AND
ESTABLISHMENT OF CONTINGENCY FUNDS (contd)**

Postle Hall - Roof Replacement Phase I

This project replaces the blistered, leaking roof. The total project cost is \$335,478; funding is provided by House Bill 790 (\$272,110) and Department of Physical Facilities (\$63,368). The completion date was August 1998. The contract awarded is as follows:

Design: The Ohio State University

General Contract:	ACME Sheet Metal & Roofing, Inc., Dayton, Ohio
Amount:	\$229,100 *
Estimate:	\$307,000 *
Total All Contracts:	\$229,100 *
Contingency Allowance:	\$85,887
Total Project Cost	\$335,478

Hopkins Hall - Chiller Replacement

This project replaces the existing 150-ton centrifugal chiller with a new unit and improves ventilation and exhaust systems in areas where chemicals and solvents are used for instructional and medium of student work. The total project cost is \$555,925; funding is provided by House Bill 790 (\$350,000) and House Bill 904 (\$205,925). The completion date was November 1998. The contracts awarded are as follows:

Design: The Ohio State University

General Contract:	Kirk Williams, Grove City, Ohio
Amount:	\$125,000 +
Estimate:	\$115,000
Mechanical Contract:	J. A. Croson, Columbus, Ohio
Amount:	\$199,000
Estimate:	\$238,000
Electric Contract:	Brush Contractors, Columbus, Ohio
Amount:	\$140,369
Estimate:	\$192,000
Total All Contracts:	\$464,369
Contingency Allowance:	\$46,440
Total Project Cost	\$555,925

+ The General contract is in excess of the filed estimate of cost; however the total price of all contracts is within 10% of the total estimate of cost and is recommended for award as provided by Section 153.12 of the Revised Code.

Energy Control Modifications

This project installs direct digital controls for HVAC systems in Meiling Hall, Graves Hall, Newton Hall, and Postle Hall to improve occupant comfort and reduce energy consumption. The total project cost is \$238,076; funding is provided by House Bill 808 (\$226,020), House Bill 810 (\$8,980) and Department of Physical Facilities (\$3,076). The completion date was November 1998. The contract awarded is as follows:

Design: The Ohio State University

Electric Contract:	Romanoff Electric, Columbus, Ohio
Amount:	\$210,400 *
Estimate:	\$225,761 *
Total All Contracts:	\$210,400 *
Contingency Allowance:	\$10,520
Total Project Cost	\$238,076

**REPORT OF AWARD OF CONTRACTS AND
ESTABLISHMENT OF CONTINGENCY FUNDS (contd)**

Campus Grounds - Exterior Lighting Phase V

This project continues the program to replace existing lights with energy efficient lights to improve safety at night. This particular phase of the project involves the South Dorm and North Dorm areas and the Tuttle 3 & 4 Parking Lots. The total project cost is \$507,500; funding is provided by House Bill 748 (\$500,000) and Transportation and Parking (\$7,500). The completion date is March 1999. The contract awarded is as follows:

Design: The Ohio State University
Electric Contract: Now Electric, Columbus, Ohio
Amount: \$442,320 *
Estimate: \$472,576 *
Total All Contracts: \$442,320 *
Contingency Allowance: \$29,480
Total Project Cost \$507,500

Botany and Zoology - Safety Equipment

This project provides fume hoods and cabinets to meet OSHA requirements. The total project cost is \$175,275; funding is provided by House Bill 904. The completion date is August 1998. The contract awarded is as follows:

Design: W. E. Monks, Columbus, Ohio
Plumbing Contract: Marco Plumbing and Heating, Johnstown, Ohio
Amount: \$132,000
Estimate: \$161,600
Total All Contracts: \$132,000
Contingency Allowance: \$13,905
Total Project Cost \$175,275

Cunz Hall - Partial Second Floor Renovation

This project renovates a portion of the second floor to create a centralized individualized instruction center consisting of an administrative area with student waiting and study area, twelve seat computer testing center, four small and two large interview rooms, a media video viewing room, and upgrades to the restrooms. The total project cost is \$365,200; funding is provided by House Bill 748. The completion date was November 1998. The contracts awarded are as follows:

Design: DH Architects, Fairfield, Ohio
General Contract: Williamson Builders, Plain City, Ohio
Amount: \$156,200 *
Estimate: \$178,246 *
Plumbing Contract: Rodan, Columbus, Ohio
Amount: \$21,432
Estimate: \$24,885
HVAC Contract: Rodan, Columbus, Ohio
Amount: \$47,900 +
Estimate: \$43,550 +
Electric Contract: Knight Electric, Columbus, Ohio
Amount: \$72,150 *
Estimate: \$98,925 *

**REPORT OF AWARD OF CONTRACTS AND
ESTABLISHMENT OF CONTINGENCY FUNDS (contd)**

Cunz Hall - Partial Second Floor Renovation (contd)

Total All Contracts:	\$297,682 *
Contingency Allowance:	\$23,268
Total Project Cost	\$365,200

+ The HVAC contract is in excess of the filed estimate of cost; however the total price of all contracts is within 10% of the total estimate of cost and is recommended for award as provided by Section 153.12 of the Revised Code.

Doan Hall - Surgeries

This project converts three existing rooms in the surgical suite to three operating, scrub, and sterilizer rooms. The total project cost is \$802,526; funding is provided by University Hospitals. The completion date is December 1998. The contracts awarded are as follows:

Design: Hasenstab & McCarthy, Akron, Ohio

General Contract:	Dorsey Construction, Columbus, Ohio
Amount:	\$256,900
Estimate:	\$178,246 *
Plumb/HVAC Contract:	J. A. Croson, Columbus, Ohio
Amount:	\$274,989 +
Estimate:	\$250,665 +
Electric Contract:	Electrical Services Co., Westerville, Ohio
Amount:	\$98,423
Estimate:	\$134,465
Total All Contracts:	\$630,312
Contingency Allowance:	\$92,759
Total Project Cost	\$802,526

+ The Plumbing/HVAC contract is in excess of the filed estimate of cost; however the total price of all contracts is within 10% of the total estimate of cost and is recommended for award as provided by Section 153.12 of the Revised Code.

Elevator Modernization/Upgrade

This project modernizes and upgrades the equipment that was installed in the 1950=s in the Agricultural Administration Building, Arps Hall, and the Animal Science Building. The total project cost is \$307,300; funding is provided by House Bill 810 (\$300,000) and Department of Physical Facilities (\$7,300). The completion date is March 1999. The contracts awarded are as follows:

Design: The Ohio State University

General Contract:	The Altman Company, Columbus, Ohio
Amount:	\$197,896 * +
Estimate:	\$177,800 * +
Mechanical Contract:	J. A. Guy, Dublin, Ohio
Amount:	\$39,700
Estimate:	\$43,600
Electric Contract:	Electric Power Equipment, Columbus, Ohio
Amount:	\$35,690
Estimate:	\$37,600

**REPORT OF AWARD OF CONTRACTS AND
ESTABLISHMENT OF CONTINGENCY FUNDS (contd)**

Elevator Modernization/Upgrade (contd)

Total All Contracts:	\$273,286
Contingency Allowance:	\$13,664
Total Project Cost	\$307,300

+ The General contract is in excess of the filed estimate of cost; however the total price of all contracts is within 10% of the total estimate of cost and is recommended for award as provided by Section 153.12 of the Revised Code.

Haskett Hall - Roof Replacement

This project removes and replaces asphalt built-up roof felts, insulation, and gravel. The total project cost is \$68,715; funding is provided by House Bill 790. The completion date was September 1998. The contract awarded is as follows:

Design: The Ohio State University

General Contract:	Chemcote Roofing, Amlin, Ohio
Amount:	\$57,420
Estimate:	\$67,000
Total All Contracts:	\$57,420
Contingency Allowance:	\$5,743
Total Project Cost	\$68,715

Larkins Hall - Door Replacements

This project replaces existing exterior doors with 1-hour fire-rated doors and rebuilds the curtain walls. The total project cost is \$200,000; funding is provided by House Bill 790. The completion date is December 1998. The contract awarded is as follows:

Design: The Ohio State University

General Contract:	M & P Construction, Gahanna, Ohio
Amount:	\$185,000 +
Estimate:	\$172,000 +
Total All Contracts:	\$185,000
Contingency Allowance:	\$12,225
Total Project Cost	\$200,000

+ The General contract is in excess of the filed estimate of cost; however the total price of all contracts is within 10% of the total estimate of cost and is recommended for award as provided by Section 153.12 of the Revised Code.

Larkins Hall - Structural Improvements

This project removes deteriorated concrete at support columns of the diving pool, diving tower, shower areas, pool walls, and floor expansion joints. The total project cost is \$192,935; funding is provided by House Bill 790 (\$172,635) and Department of Physical Facilities (\$20,300). The completion date is December 1998. The contract awarded is as follows:

Design: Jezerinac/Geers, Columbus, Ohio

General Contract:	Righter Company, Columbus, Ohio
Amount:	\$154,827
Estimate:	\$209,000

**REPORT OF AWARD OF CONTRACTS AND
ESTABLISHMENT OF CONTINGENCY FUNDS (contd)**

Larkins Hall - Structural Improvements (contd)

Total All Contracts:	\$154,827
Contingency Allowance:	\$15,486
Total Project Cost	\$192,935

Science and Engineering Library - High Tech Space

This project divides room 390 to provide a server room, electronic classroom, and a public access workstation room. The total project cost is \$478,116; funding is provided by House Bill 808 (\$372,359) and Central University Funds (\$105,757). The completion date was September 1998. The contracts awarded are as follows:

Design: Barge Waggoner Sumner & Cannon, Inc., Dayton, Ohio	
General Contract:	Inca Construction, Columbus, Ohio
Amount:	\$32,750
Estimate:	\$37,120
Mechanical Contract:	General Temperature, Canal Winchester, Ohio
Amount:	\$113,250
Estimate:	\$126,118
Electric Contract:	Royal Electric, Columbus, Ohio
Amount:	\$93,780
Estimate:	\$107,643
Total All Contracts:	\$239,780
Equipment Allowance:	\$185,761
Contingency Allowance:	\$23,977
Total Project Cost	\$478,116

Lima - Quadrangle Sidewalks

This project removes the center medians for the concrete walkways in the quadrangle and installs new asphalt. The total project cost is \$117,000; funding is provided by House Bill 748. The completion date is August 1999. The contract awarded is as follows:

Design: Kohli & Kaliher Associates, Inc., Lima, Ohio	
General Contract:	Bluffton Paving, Bluffton, Ohio
Amount:	\$94,398 *
Estimate:	\$102,754 *
Total All Contracts:	\$94,398 *
Contingency Allowance:	\$9,440
Total Project Cost	\$117,000

Elevator Upgrades

This project is a three-phase project to modernize and upgrade elevators in various buildings to meet ADA standards. The total project cost is \$392,873; funding is provided by House Bill 748. The completion date is February 1999. The contract awarded is as follows:

Design: Kabil Associates, Columbus, Ohio	
General Contract:	Miller Elevator, Columbus, Ohio
Amount:	\$317,644 *
Estimate:	\$589,550 *
Total All Contracts:	\$317,644 *
Contingency Allowance:	\$31,764
Total Project Cost	\$392,873

**REPORT OF AWARD OF CONTRACTS AND
ESTABLISHMENT OF CONTINGENCY FUNDS (contd)**

Rhodes Hall - Laboratory Robotics

This project renovates space on the third floor of Rhodes Hall to accommodate the installation of a laboratory robotics system. The total project cost is \$852,290; funding is provided by University Hospitals. The completion date is January 1999. The contracts awarded are as follows:

Design: URS Greiner, Columbus, Ohio

General Contract: The Righter Company, Columbus, Ohio

Amount: \$249,900

Estimate: \$410,000

Plumbing Contract: J. A. Croson Co., Columbus, Ohio

Amount: \$97,989

Estimate: \$125,000

HVAC Contract: Martina Metal Contracting Co., Columbus, Ohio

Amount: \$155,795

Estimate: \$160,000

Electric Contract: Royal Electric Co., Columbus, Ohio

Amount: \$145,700

Estimate: \$205,000

Total All Contracts: \$649,384

Contingency Allowance: \$64,938

Total Project Cost \$852,290

Arps/Hopkins/Mershon -B ADA Modifications

This project modifies existing ramp accessing the main building, modifies existing ramp accessing the library, and renovates interior space at trash room for access to the only elevator in Arps Hall; constructs a new ramp and renovates the courtyard area in Hopkins Hall; and provides a ramp at the loading dock area in Mershon Auditorium. The total project cost is \$482,000; funding is provided by House Bill 748 (\$310,000), House Bill 904 (\$136,000) and Department of Physical Facilities (\$36,000). The completion date is February 1999. The contract awarded is as follows:

Design: J. L. Bender Associates, Columbus, Ohio

Combined General/

Electric Contract: Ameriblock Inc., Lucasville, Ohio

Amount: \$411,340 +

Estimate: \$375,100 +

Total All Contracts: \$411,340

Contingency Allowance: \$20,684

Total Project Cost \$482,000

+ The General/Electric contract is in excess of the filed estimate of cost; however the total price of all contracts is within 10% of the total estimate of cost and is recommended for award as provided by Section 153.12 of the Revised Code.

Arps Hall - Chiller Replacement

This project replaces the existing 155-ton centrifugal chiller including correct sizing and configuration and modification of replacement cooling tower, circulating pumps, and piping. The total project cost is \$319,456; funding is provided by House Bill 748. The completion date is June 1999. The contracts awarded are as follows:

**REPORT OF AWARD OF CONTRACTS AND
ESTABLISHMENT OF CONTINGENCY FUNDS (contd)**

Arps Hall - Chiller Replacement (contd)

Design: Golliver & Associates, Columbus, Ohio

General Contract: C & N Construction, Columbus, Ohio

Amount: \$33,400 +

Estimate: \$16,800 +

HVAC Contract: J. A. Croson, Columbus, Ohio

Amount: \$187,100

Estimate: \$235,025

Electric Contract: Knight Electric, Inc., Columbus, Ohio

Amount: \$40,635

Estimate: \$47,270

Total All Contracts: \$261,135

Contingency Allowance: \$26,114

Total Project Cost \$319,456

+ The General contract is in excess of the filed estimate of cost; however the total price of all contracts is within 10% of the total estimate of cost and is recommended for award as provided by Section 153.12 of the Revised Code.

Newton Hall - Renovation

This project reduces room 012T with a portion of the room converted to an exercise lab, converts room 020 from an exercise lab to a general research lab, and converts room 020A from a storage room to an animal observation room. The total project cost is \$249,440; funding is provided by House Bill 748. The completion date is December 1998. The contracts awarded are as follows:

Design: Shremshock-Yoder, Columbus, Ohio

General Contract: Field and Associates, Springfield, Ohio

Amount: \$132,200

Estimate: \$200,000

Plumbing Contract: Radico, Inc., Columbus, Ohio

Amount: \$22,900

Estimate: \$27,750

HVAC Contract: Gateway Mechanical, Columbus, Ohio

Amount: \$14,440 +

Estimate: \$14,025 +

Electric Contract: Taylor Electric, Grove City, Ohio

Amount: \$23,600 +

Estimate: \$19,230 +

Total All Contracts: \$197,370

Contingency Allowance: \$19,739

Total Project Cost \$249,440

+ The HVAC and Electric contracts are in excess of the filed estimate of cost; however the total price of all contracts is within 10% of the total estimate of cost and is recommended for award as provided by Section 153.12 of the Revised Code.

Mansfield Campus - Renovations

The project installs independent air conditioning to maintain proper temperature and humidity levels in the Conard Art Gallery; rebuilds catch basins, drains, and underground pipes for the campus; and provides new air conditioning system for Eisenhower Hall. The total project cost is \$120,700; funding is provided by House Bill 790 (\$42,002) and House Bill 904 (\$78,708). The completion date is March 1999. The contracts awarded are as follows:

**REPORT OF AWARD OF CONTRACTS AND
ESTABLISHMENT OF CONTINGENCY FUNDS (contd)**

Mansfield Campus - Renovations (cont)

Design: Alexander Associates, Mansfield, Ohio

General Contract: Quality Masonry, Marion, Ohio

Amount: \$26,050

Estimate: \$35,000

Mechanical Contract: Standard Plumbing and Heating, Mansfield, Ohio

Amount: \$59,300

Estimate: \$90,000

Total All Contracts: \$85,350

Contingency Allowance: \$8,535

Total Project Cost \$120,710

Bevis Hall - Transgenic Zebrafish Lab.

This project renovates space in Bevis Hall to provide a transgenic zebrafish research lab. The total project cost is \$425,000; funding is provided by a Board of Regents Grant (\$375,000) and Department of Health Services (\$50,000). The completion date is May 1999. The contracts awarded are as follows:

Design: Jester, Jones, Schifer, & Feltham, Columbus, Ohio

General Contract: Inca Enterprises, Columbus, Ohio

Amount: \$98,700

Estimate: \$106,000

Plumbing Contract: Radico, Inc., Columbus, Ohio

Amount: \$38,200 +

Estimate: \$22,900 +

HVAC Contract: Farber Mechanical, Columbus, Ohio

Amount: \$93,800

Estimate: \$107,500

Electric Contract: Electric Power Equipment, Columbus, Ohio

Amount: \$35,345 +

Estimate: \$33,100 +

Total All Contracts: \$266,045

Contingency Allowance: \$26,604

Total Project Cost \$425,000

+ The Plumbing and Electric contracts are in excess of the filed estimate of cost; however the total price of all contracts is within 10% of the total estimate of cost and is recommended for award as provided by Section 153.12 of the Revised Code.

Hitchcock Hall - HVAC Upgrades

This project upgrades ductwork for air conditioning system, removes chiller, and installs cross-connect piping for the central chilled water system. The total project cost is \$261,200; funding is provided by a House Bill 790. The completion date is December 1998. The contracts awarded are as follows:

Design: The Ohio State University

General Contract: Ed Ross Construction, Columbus, Ohio

Amount: \$64,300

Estimate: \$70,000

HVAC Contract: Gateway Mechanical, Grove City, Ohio

Amount: \$78,490

Estimate: \$90,000

**REPORT OF AWARD OF CONTRACTS AND
ESTABLISHMENT OF CONTINGENCY FUNDS (contd)**

Hitchcock Hall - HVAC Upgrades (contd)

Electric Contract:	Brush Electric, Columbus, Ohio
Amount:	\$69,495
Estimate:	\$100,000
Total All Contracts:	\$212,285
Contingency Allowance:	\$17,879
Total Project Cost	\$261,200

Jay Cooke Residence - Roof and Window Replacement

This project replaces the roof and windows to prevent further deterioration of this historic facility and allow the interior to be adapted for reuse. The total project cost is \$501,030; funding is provided by a House Bill 748 (\$500,000) and Department of Physical Facilities (\$1,030). The completion date was November 1998. The contract awarded is as follows:

Design:	Chambers, Murphy & Burge, Medina, Ohio
General Contract:	Tradesmen Group, Ostrander, Ohio
Amount:	\$339,930
Estimate:	\$458,600
Total All Contracts:	\$333,930
Contingency Allowance:	\$121,091
Total Project Cost	\$501,030

Storm Water Management - Fyffe Road Extension

This project constructs a storm water detention area, storm sewers near Buckeye Village and extends Fyffe Road from Hess Road north to Ackerman Road at the Child Care Center, constructs two soccer playing fields west of Fyffe Road and south of Hess Road, and constructs surface parking lot adjacent to the Nicklaus Museum site. The total project cost is \$2,827,916; funding is provided by university bond proceeds (\$2,360,000) and Department of Athletics (\$467,916). The completion date is April 1999. The contracts awarded are as follows:

Design:	Jones-Stuckey, Ltd. Columbus, Ohio
General Contract	
(Phase I):	Bale Contracting, Columbus, Ohio
Amount:	\$1,597,364 *
Estimate:	\$2,420,000 *
General Contract	
(Phase II):	Bale Contracting, Columbus, Ohio
Amount:	\$193,800
Estimate:	\$250,200
Electric Contract	
(Phase I):	Brush Contractors, Inc., Columbus, Ohio
Amount:	\$260,213
Estimate:	\$395,000
Electric Contract	
(Phase II):	Brush Contractors, Inc., Columbus, Ohio
Amount:	\$63,700
Estimate:	\$68,500
Total All Contracts:	\$2,115,077
Contingency Allowance:	\$319,600
Total Project Cost	\$2,827,916

**REPORT OF AWARD OF CONTRACTS AND
ESTABLISHMENT OF CONTINGENCY FUNDS (contd)**

OSHA Ventilation - Group 1 (Bio Science)

This project is a two-phase program to install and/or upgrade fume hoods to address ventilation problems in various scientific laboratories. The total project cost is \$1,543,638; funding is provided by House Bill 748 (\$908,138), House Bill 790 (\$500,000) and Department of Physical Facilities (\$135,500). The completion date is May 1999. The contracts awarded are as follows:

Design:	Kramer Engineering, Columbus, Ohio
HVAC Contract:	Farber Corp., Columbus, Ohio
Amount:	\$1,198,000 *
Estimate:	\$1,489,860 *
Electric Contract:	ESCO Electric, Westerville, Ohio
Amount:	\$64,904 *
Estimate:	\$118,090 *
Total All Contracts:	\$1,262,904 *
Contingency Allowance:	\$126,290
Total Project Cost	\$1,543,638

BE IT RESOLVED, That pursuant to the actions previously authorized by the Board of Trustees, the report of award of contracts and establishment of contingency funds for the projects listed is hereby accepted.

(See Appendix XXII for maps, page 479.)

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**NON-MANDATORY TRANSFERS FROM CURRENT FUNDS
FISCAL YEAR 1997-1998**

Resolution No. 99-67

Synopsis: Transfers to Endowment Principal Funds, Loan Funds, Unexpended Plant Funds, Renewal and Replacement Funds and Retirement of Indebtedness Funds be submitted for approval.

WHEREAS non-mandatory transfers from current funds for the fiscal year 1997-1998 have been made; and

WHEREAS this accounting procedure is in compliance with the Auditor of State that all transfers among fund groups be reported:

NOW THEREFORE

BE IT RESOLVED, That the transfers as detailed in the accompanying report be accepted and approved.

(See Appendix XXIII for background information, page 507.)

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**FORMATION OF NON-PROFIT CORPORATION
WITH MOUNT CARMEL HEALTH SYSTEM**

Resolution No. 99-68

Synopsis: Approval for The Ohio State University to join and participate in a not-for-profit corporation for the purpose of developing and delivering new health facilities and services is proposed.

WHEREAS expanding health care facilities locally and regionally is necessary to the teaching, research, and service missions of The Ohio State University; and

WHEREAS a joint collaboration between Mount Carmel and The Ohio State University in developing and operating selected additional sites is an effective, timely, and economical way of achieving an expansion of health care facilities and services; and

WHEREAS The Ohio State University Hospitals and the Board of Trustees have determined that the funds to be used to support such a joint venture will be fair consideration for the value and benefits received by the University; and

WHEREAS The Ohio State University Hospitals Board recommends that the best way to implement this collaborative endeavor is to join with Mount Carmel in the formation of a new non-profit corporation:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees authorizes and endorses the establishment of and participation in a non-profit corporation, under Chapter 1702 of the Ohio Revised Code for the purpose of better providing for the health and welfare of the people of the State of Ohio by enhancing the availability, efficiency, and economy of hospital facilities and services; and

BE IT FURTHER RESOLVED, That as appropriate and as directed by the President, anyone or more of the officers and employees of the University are hereby authorized, designated, and directed to serve as an incorporator of the corporation and/or as directors, officers, employees, and agents of the corporation, representing the University in such capacities as part of their official duties and responsibilities to the University and entitling them to any immunity, insurance, indemnity, and representation to which officers and employees of the University now are, or hereafter may be, entitled; and

BE IT FURTHER RESOLVED, That the University Hospitals is authorized to contribute \$5,000,000 to the new corporation to develop and operate facilities and programs consistent with the strategic plan of University Hospitals.

Upon motion of Mr. Skestos, seconded by Mr. Patterson, the Board of Trustees adopted the foregoing resolutions by unanimous roll call vote, cast by Messrs. Celeste, Colley, Skestos, Brennan, Patterson, Sofia, and Slane, and Judge Duncan.

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President Kirwan:

I would now like to ask for a separate vote on the Easement to Ohio Power Company.

EASEMENT

Resolution No. 99-69

**OHIO POWER COMPANY
LIMA CAMPUS**

Synopsis: Authorization to grant an easement for the installation of electric service at the Lima Regional Campus is proposed.

WHEREAS the Ohio Power Company has requested a 25-year easement consisting of a strip of land approximately 10 feet in width and approximately 358 feet in length for the installation of electric service to the Agricultural Services Building located at 4240 Mumaugh Road; and

WHEREAS this easement will serve University property, and the appropriate University offices have recommended the approval of this easement:

NOW THEREFORE

BE IT RESOLVED, That the President and/or Vice President for Business and Administration be authorized to request the Deputy Director of Public Works of the Department of Administrative Services, to act for and on behalf of the University in developing the necessary legal instruments to provide for this easement.

Upon motion of Mr. Skestos, seconded by Mr. Patterson, the Board of Trustees adopted the foregoing resolution with seven affirmative votes, cast by Messrs. Celeste, Colley, Skestos, Brennan, Patterson, Sofia, and Slane, and an abstention by Judge Duncan.

(See Appendix XXIV for map, page 517.)

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STUDENT RECOGNITION AWARD

Ms. Lowe:

At last month's meeting many of you will remember meeting Tom's student colleague, Lynn Burks, who is also a student in the business school and talked about this wonderful facility. Today, with students like the one I'm going to introduce to you, it's not hard to understand why another college, the College of Education, is also one of our nationally-recognized programs.

Andrea Balas is currently a doctoral candidate in the field of science education, but has already had an impressive background in promoting education and the well-being of young people. Andrea brings to Ohio State a biology degree from the University of Pittsburgh, and a Master of Public Administration degree from Central Michigan University.

Not content to stay a student, Andrea has been a middle school teacher in Pennsylvania, and for the last seven years, she has been an environmental education specialist for the Ohio Girl Scout Council. Within K-12 education, she's been involved in Ohio's Project Discovery, and as a curriculum reviewer.

Now that she has returned to be a student once again, Andrea is showing leadership inside and outside the classroom. Nominated by her dean for leadership in education, she has also been involved at the college and University-levels. One of her recommenders commented that Andrea is, "both self-motivated and initiates many projects that she pursues with both professionalism and depth."

STUDENT RECOGNITION AWARD (contd)

Ms. Lowe: (contd)

Indeed, as the type of student who always goes beyond the call of duty, according to her advisor, it is not surprising that Andrea has served on the University Curriculum Committee, the Council on Research and Graduate Studies in the Graduate School, and the Environmental Education Council of Ohio. Currently, she is president of the Student Leadership Council of the College of Education. This Council coordinates student activities and especially student concerns throughout the College, and has been a model program that other graduate programs are seeking to emulate.

Please join me, Dr. Kirwan, and Dean Siedentop in congratulating Andrea Balas on her work and her contribution to Ohio State.

Ms. Andrea Balas:

First of all, I would like to thank my colleagues for their nomination, the College of Education, and Ohio State University for recognition of my work in the area of education. When I looked for a topic of my remarks today, the topic and title of a current book, "What Looks Like Crazy on an Ordinary Day," just seemed to fit.

As I reflect on my background -- I came from a small, steel-mill family in western Pennsylvania -- and my parents' decision to send a daughter to college, it was a time that looked crazy to everybody around them. It was a time and a place in our country when even sons were not sent on for further education. My nuclear family supported me -- my husband and my three children. When my oldest child was in the sixth grade, I went back to school to get my master's in public administration.

I then began work in non-formal science education. While I was there, I decided to research and explore the impact of non-formal education because I saw the difference it made in student learning and teacher comments on student learning in the outdoor environment. That led me to the point that I am in today, in the doctoral program at the College of Education at Ohio State University.

As a student, it's crazy; I have many roles, and it is easy to see how identities blur. On a given afternoon, I can be a student who works with faculty, a student who works with other students, a teacher who works with teachers, and a teacher who works with students.

The role of the College of Education is also crazy. Our College seeks to make connections, facilitate integration, maximize integration, and maintain communication within and outside the College boundaries. The nature of our task is complex, because education is a universal experience. All people have had learning experiences whether they are formal or non-formal. Everyone has an opinion about what good education is and how we can achieve it. All parents have students who are exceptional and each student has a right to expect an educational experience.

The College of Education focuses to maximize and enhance learning and professional development experiences for students within the College, to promote community outreach and support for in-service teachers, beyond the placement of student teachers at their school sites -- all while operating within the constraints of available funding.

One example of such community outreach is the Urban Systemic Initiative, a reform movement in math and science that focuses on problem-based education and how to facilitate that learning within classrooms east of High Street in the

STUDENT RECOGNITION AWARD (contd)

Ms. Balas: (contd)

Columbus school system. That program has 600 teachers at nine locations. We have 51 teachers involved in teacher leadership development under the auspices of my advisor, Patty Brosnan.

To get back to my organization, the Student Leadership Council, we are the only such student governance organization on the Ohio State campus. When the National Council for the Accreditation of Teacher Education (NCATE) came to look for the accreditation of the College, they called for the minutes of our meeting and a member of their panel met with our student organization board. Our student organization has representatives from 11 sections, five programs, and all student organizations within the College.

We've looked at students' experiences on three different levels. One is the program level. We asked them to look at their individual programs, their interaction with faculty, mentoring, and advising, and we looked for opportunity to enhance professional development. We also looked and tried to facilitate places where students can drink coffee and gather and have professional discussions. We tried to put forth this in our forum in February, which we call the State of the Student Forum.

We also look for representation, not only in our own College where we have students seated on the Faculty Council, Faculty Council committees, and various other organizations, but we also tried to support the University programs through the Council of Graduate Students, the Council on Research and Graduate Studies, the student senate, and other opportunities within the University. We also tried to provide service to our College through placing students on student constituent panels, Karlsberg Lecture Series, and our new concern is the Edgar Dale Media Center, and how the role of that will be changed within our College.

How do we do this? We have monthly meetings, we have forums to disseminate current information from various college and University meetings, we have our February Student Forum. We have initiated exit interviews with graduates that look behind the scenes of student interactions with administration, support services, and faculty.

Though some my age may be reading the latest Stephen King novel, leisurely sitting on sunny beaches and using rainy day funds for exotic educations, I will be spending endless hours reading education journals in the library, setting the next agenda for the Student Leadership Council meeting, and trying to raise funds to cover my next professional development experience. And to some, that just may look like crazy on an ordinary day. Thank you very much.

Mr. Celeste:

Thank you very much, Andrea, and congratulations.

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STUDENT GOVERNMENT REPORTS

Mr. Eric Ley:

The following are the student reports for the three governments here on campus. USG is beginning to survey for its second volume of *The Landlord Library*. This

STUDENT GOVERNMENT REPORTS (contd)

Mr. Ley: (contd)

publication -- to come out Winter Quarter -- displays student evaluations of landlords to help students make renting decisions.

USG is working closely with Transportation and Parking on a night parking program for Winter Quarter. This program will allow students to park on surface lots from 9:00 p.m. to 5:00 a.m. for no charge. The program is meant to increase safety and accessibility for students while saving them from having to purchase a pass.

USG is also working on a project to place additional blue safety lights off campus. The project is still in its research stage and is a collaboration of multiple units.

Finally, Mara Leventhal of USG is coordinating a "Student-for-a-Day" program for you, and we hope that you can participate on February 4.

Next I'll give the report on the Council of Graduate Students. Three representatives from the Council of Graduate Students attended the National Association of Graduate and Professional Students' national conference in Boston, Massachusetts, this past month, where CGS received its award for Graduate Student Association of the Year. The report about the conference was featured in a recent issue of the *Chronicle of Higher Education*.

CGS is delighted to announce that Columbus was chosen as the site for the 1999 NAGS National Conference, with Ohio State as the host school. CGS is also working with the President's office to think of a way for Ohio State to work with the conference.

CGS is delighted that plans for a new graduate and professional student housing complex are underway and would like to thank Dr. Kirwan, David Williams, and Bill Hall for their support of this concept. CGS supports the efforts by those individuals and Campus Partners to make the University area an active living and learning community for all students, staff, and faculty, and believes that the graduate and professional student housing will be a major step towards accomplishing that goal. Also, CGS has participated in discussions about the need for student football tickets as reported at the last meeting. We hope that a resolution to this problem will happen soon, and that all students -- undergraduate, graduate, and professional -- will have access to season football tickets.

In their discussions with graduate students about this issue, CGS learned that many of them have a greater allegiance to Ohio State than to their alma mater, although over one-third of the graduate students attended OSU as undergraduates. Over 60 percent of the graduate student body is from Ohio, and all of these students consider themselves to be life-long Buckeyes. CGS hopes to share some of our discussions widely after this issue is resolved as we have heard some interesting perspectives.

Finally, CGS would like to congratulate Dr. Ed Ray on his appointment as Executive Vice President and Provost, and wishes him well in his new position. They look forward to continuing to work with Dr. Ray.

Finally, IPC is sponsoring Jackie Macy, a fourth-year dental student, on a trip to hurricane-ravaged Honduras. Dr. Jolly, a professor of dentistry, will lead 12 doctors and students on a mission to Honduras, which will provide needed clinical work to the hurricane-devastated country. The project blends hard work and goodwill in an

STUDENT GOVERNMENT REPORTS (contd)

Mr. Ley: (contd)

environment where the professional school education received at OSU can make a difference.

IPC and the Women's Law Caucus will organize a week-long event which will highlight the lives of professional women. The event is slated to begin March 1. Susan Weddington, who argued for Jane Roe in Roe vs. Wade, will be a featured speaker. The annual IPC Service Day will take place during this week, along with a Career Advising Day, which will offer insight in applications, interviews, and everyday life of the OSU professional student.

The IPC committee appointed to write the I-QUE report has finished its work. This survey will give professional students a voice in shaping the future of professional schools. The survey will be presented at the IPC Senate meeting this Sunday, December 13, at which point the IPC senators will take the survey and decide if there are any final revision changes. The survey will then be printed over winter break and will be administered on a school-wide basis beginning in January.

The Interprofessional Council sent delegate April Gill to the 1998 NAGS National Conference in Boston, Massachusetts, from November 19-22. April attended four days of educational workshops and business meetings, listened to provocative speakers, and networked with student leaders, exchanging ideas and debating the issues that effect graduate and professional students on a national level.

A congratulations to the Council of Graduate Students, which took the prize for Graduate and Professional Student Organization of the Year.

That concludes my remarks.

Mr. Celeste:

Thank you very much, Eric.

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EARLY RETIREMENT INCENTIVE (ERI) UPDATE

Dr. Edward J. Ray:

I know you have the material for the ERI update in your books -- and certainly there is no need to repeat that -- so let me make four or five quick observations and then, if there are questions or concerns, I'd be happy to address them.

The first point I'd make is that through Fiscal 1998, 114 faculty were hired compared to 199 authorized replacement positions. You'll remember, when we started the program we talked about continuing cost savings and cash flow over the life of the program. Not surprisingly, given the delay in hires, the cash balance through June 30, 1998, stood at \$29 million compared to an original estimate of under \$17 million.

Let me just say briefly that two reasons why I think hires have lagged is because I know as a former department chair, you always think if you just had more positions you could do more hiring. But these tend to be very time-intensive, very idiosyncratic efforts, where you go after key individuals, and it's not at all surprising that there's a lag between authorizations and filling of positions.

EARLY RETIREMENT INCENTIVE (ERI) UPDATE (contd)

Dr. Ray: (contd)

I think a second factor that might be in play here is that the realities are that the budget difficulties we went through in the early 1990's really took away a lot of the discretionary financial power that deans and department chairs had to provide the wherewithal to help sustain ongoing faculty and instructional activity. I suspect that some of the delay in filling positions has been associated with pretty strategic thinking about what could be done with cash balances now, as opposed to filling a position now and therefore are perhaps filling it a little bit later. So I think there's been some of that activity going on.

The second point I'd make is that rehires for teaching purposes throughout the University have tended to diminish from one year to the next. I know one of the concerns that was expressed when we first brought the program forward was, are we going to retire people and then just hire them back, because you've got to have people to teach anyway.

The point we tried to make was that in fact we wanted to have that flexibility to hire people back, but on a selective basis, in a targeted way, because we do have program needs that are very specific that require very particular talents. We want to make sure as we make the transition, that we preserve the integrity and the quality of our course offerings. So it is important to have that ability to bring retired faculty back to teach in key positions. But we would expect as replacements occur over time, that we'd see less of a need to do that.

For example, what we find in Columbus is that that figure of rehires has declined from 71 in fiscal 1997 to 43 in fiscal 1998 out of a possible 258 faculty who retired. It is worth pointing out as well, that average compensation for a course taught was \$5,400, or about 38 percent of the preretirement compensation rate of \$14,300. So we view this as a very cost-effective way to make key hires during this transition period. As I said, to maintain the quality and integrity of our course offerings.

The third point I'd make is that original projections were for a 1.6 percent reduction in faculty and continuing savings of \$7.8 million, with a net cash savings of approximately \$18 million. As I've said -- and you could suspect from the earlier figures -- we expect that net cash savings to be substantially above the \$18 million mark.

A fourth element of that program was what we expected to happen with regard to the characteristics of the faculty here at Ohio State. We argued that we thought this also represented an opportunity to increase the diversity of our faculty. In fact, if you look at the 114 hires that have been made, what you find is that there have been net gains of seven women, three Asian, one black, and one Hispanic faculty members at the University, relative to those who retired.

At the same time that we can talk about those positive changes, in all candor, we have to say that's not as dramatic perhaps as we would like it to be. It's part of the reason why -- and we'll talk about it later -- we are having a very focused diversity in community agenda for the University. We think this program created some opportunities, we've taken advantage of that to diversify the faculty to some extent, and we think that much more is possible and will be done in the future.

The last point I'd make is that upon completion of the program -- assuming that the student population stays approximately constant with the final completion of the rehires -- the student/faculty ratio is expected to be at about 18.8, which is approximately the same as the 18.7 in fiscal 1994 before the program went into effect. The point, again, is to remind the Board that when we talked about a modest

EARLY RETIREMENT INCENTIVE (ERI) UPDATE (contd)

Dr. Ray: (contd)

downsizing of the faculty, we recognized that we were in a period of somewhat downsizing the overall student population. While we don't argue that a figure of 18.7 or 18.8 is an indicator of having gotten the student/faculty ratio right, I think many of us believe we need to drive that figure down further.

I did want to make the point that we haven't seen a further deterioration in terms of a dramatic rise in the student/faculty ratio over the life of this program. This is because the downsizing in faculty that was built into this was conditioned on the understanding that the overall size of the student population would be diminishing.

That completes my remarks. If there are any questions or comments, I'd be happy to respond.

Mr. Celeste:

Any questions from any of the Trustees? If not, thank you very much.

(See Appendix XXV for background information, page 519.)

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UPDATE ON THE LEADERSHIP AGENDA

Dr. Edward J. Ray:

As you know, this is the second Leadership Agenda that we've brought before the Board. To give you a sense of the next steps -- before I make a few comments and you've got the material so I don't want to go through it all -- my expectation is if the Board is comfortable with the current status of this draft Leadership Agenda, we'll consider this as the working document. This will go out Monday to people -- many of whom are already working on these action items -- telling them okay, this is the official set of instructions, let's do it with the understanding that we'll be back at the end of March with a mid-year report on where we stand with respect to the Leadership Agenda. Then, of course, in August with an end-of-year report.

I wanted to point out that this Leadership Agenda has five areas of focus, instead of the three we had the last time. At the same time, we started with 15 action items the first year. You'll remember we told people to come up with 3-5 action items for the three areas that we had. That was a mistake, because everybody went for five, and we ended up with three areas and fifteen topics. This time, we didn't tell them we were going to go to five topics, so they didn't have a chance to work us up to 25 agenda items.

We asked them what are the key things we need to be focused on and how do we sort them among the objectives that we have. We came up with 17 items that focus on the five areas: 1) academic excellence; 2) the quality of the student experience; 3) diversity in community; 4) outreach and engagement; and 5) revenue growth.

One observation I'd like to make as I move into the individual areas is -- for those of you who had an opportunity to hear the discussion in the Educational Affairs and Student Affairs Committees -- that you'll recall the overall focus of both of those discussions was, "What are we doing to enhance the quality of the student experience, both inside and outside the classroom?" We talked maybe with a little more emphasis about the classroom experience and related activities in the first

UPDATE ON THE LEADERSHIP AGENDA (contd)

Dr. Ray: (contd)

session and with maybe a little more emphasis on the out-of-classroom experience in the Student Affairs session. I think what's informative about that is that in the course of those two discussions, we talked about every one of these five areas. They're all interconnected; they're all important for any one of the others to be successful. So we have to sort of organize our thinking, and we think about compartmentalizing into topics, but all of these areas really run into each other.

Let me just give some examples under each of these areas of the kinds of activities that will be going on this year, and then see if there are questions or concerns.

With respect to academic excellence, one of the areas we'll be focusing on is the Selective Investment Academic Enrichment area. We'll be appointing an oversight committee to review the purpose and the selection process for both of those programs this spring to make sure we're managing them as effectively as possible. And we'll also look at the effectiveness of previous Academic Enrichment Awards to be certain that we are, in fact, making effective use of the monies that we've historically put into those programs.

We'll also develop an implementation plan for elements of the Research Commission Report. We've had the report. If it's to come to life, we need to think about actions, time lines, and budgets. The Interim Vice President for Research, Bud Baeslack, will be playing a lead role in helping to take us forward in developing that implementation effort.

With respect to the Student Experience, actions called for includes: improved advising in general, increased direct enrollment, a more effective orientation program, and direct intervention to help students at risk. Goals include improving freshman retention 2 percent a year, and graduation rates by 4 percent a year. Program enhancements include: implementation of the Ruth Mount Student Leadership Initiative, expansion of service-learning opportunities for students, and increasing the number of learning communities. And I'm sure we'll be having discussions about many of these topics at subsequent meetings of the subcommittees of the Board during the rest of the academic year.

A new area that we've highlighted this year, as part of President Kirwan's agenda, is the area of diversity in community. In that regard, we've committed ourselves to develop a University-wide organizational structure to develop and oversee implementation of -- for want of a better word -- what I would call a University agenda for diversity in community. We've talked about this before.

At Ohio State, our two most popular ways of failing to get something done are: 1) to decide it's just too big, we can't do it, so we do nothing, and therefore prove a problem can't be solved; or 2) we decide it's so important that we empower so many people to deal with it that they spend most of their time tripping over each other. So what we're hoping to do in the diversity in community area is bring all of the parties that have some degree of ownership in the issue together. To create a sense of ownership and responsibility to see that, by God, the conversation we have on what we don't like about the way we deal with diversity in community issues next year, is different from the discussion we've had this year. Hopefully, people will recognize that as some progress.

We'll also be making permanent appointments of an ADA compliance officer and affirmative action officer this year. As you've heard in earlier discussions, we intend to continue, coordinate, and expand the dialogue on race.

UPDATE ON THE LEADERSHIP AGENDA (contd)

Dr. Ray: (contd)

With respect to outreach and engagement through Campus Partners, campus collaboratives, and the Outreach and Engagement Council, we intend to start making substantive physical and community service changes in the Campus Partners' area.

I think we had a very good discussion of that in the Student Affairs session this morning. We'll step up collaborative University/industry/government partnership efforts in research-related activities through our new Science and Technology Campus and through increased focused efforts in technology transfer.

Finally, with respect to revenue growth, among other things, we expect to finalize the strategic focus document that we've been working on. The dialogue, I can tell you, has been informative and useful with various parts of the University. We propose to come forward with specific budget restructuring plans to begin possible implementation in fiscal 2000.

Mr. Chairman, that ends my remarks, and I'd be happy to respond to questions or comments.

Mr. Celeste:

Indeed, that was suitably brief, and right on the mark. Are there any questions or comments from the members of the Board?

Ms. Rofagha:

I have one comment in looking at the leadership agenda as it pertains to diversity. I think there is an important change in the way we've looked at it, in that we don't assign the responsibility to the periphery of the University, but rather have brought it into the core of the University. This signifies that we all have the interest and responsibility and also to make sure that this goes throughout our University and that people are held accountable. I really think that having the Council of Deans as a part of that, to take it to the college levels and to have these discussions within their colleges with their faculty as well, really helps send that message that this is a core University priority. So I really think that's a very nice way to have gone about it. It's very commendable.

Dr. Ray:

Thank you.

Mr. Celeste:

Any other comments or questions? Thank you very much and congratulations.

Dr. Ray:

Thank you.

(See Appendix XXVI for background information, page 525.)

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PRESENTATION BY THE CAMPUS CAMPAIGN COUNCIL

Ms. Marquette Peavy:

We didn't really want to be rude, but we want to surprise you with some outstanding news. The Campus Campaign -- with the help of all the staff and faculty here at Ohio State and, for the past three years, our graduating seniors -- has just reached \$50 million! This great campaign is an arm of the Affirm Thy Friendship Campaign. It is an internal campaign that our staff and faculty have been contributing to since 1985. And, as of last week, we've hit \$50 million. That is a lot of money for our faculty and staff to say, "We believe in Ohio State." Dr. Kirwan, we're glad you're here to be a part of this and we're real excited about it.

Dr. Richard Hill:

The Ohio State University, as you know, has been a pioneer in faculty and staff campaigning. Now that we've reached the \$50 million threshold, I think Ohio State is clearly the champion across the country in campus campaigns. Most important to us today, is to take this moment to thank every dean, every vice president, every president, and every trustee who have been with us in their support over the past 13 years, and it's because of all that support that this moment really has been possible.

I suspect maybe our Vice President for Development, Jerry May, may want to add a word here, too.

Mr. Jerry May:

I hope you'll forgive this unconventional announcement and approach, but I want to thank Dick Hill and Marquette Peavy -- both of whom have been talking with you, I don't think they need any introduction -- who have worked very hard over the past couple of years. The council is here, and if you look at the council you will see faces that you see on football fields, in classrooms, in research labs, or whatever. And that is the strength of the Campus Campaign.

The Campus Campaign as of this time, with the \$50 million announcement today, represents 556,409 supporters during this period of time. What that means is, that many gifts have happened over the 13 years of the Campus Campaign. That means that every single gift, no matter how small, makes a huge difference in the quality of this University. This is a very unique enterprise.

I want to thank members of the Campus Campaign Council that are here today. I want to thank Dick and Marquette for this great leadership, they really deserve a round of applause. If you would give us one more indulgence, I think we'd like to have a photo with President Kirwan, Dick, Marquette, and the group here.

President Kirwan:

I just want to say, what an extraordinary thing this is. Once again, we sort of sense here at Ohio State the good feelings that there are about this University. But if you look at it from a national perspective, there's nothing like this. This is an extraordinary statement that we have a community that cares so much about the University. I just want all of you to know how much it is appreciated, and how proud Patty and I are to be part of you.

SURPRISE PRESENTATION BY THE CAMPUS CAMPAIGN COUNCIL (contd)

Mr. May:

I also want to take this opportunity -- while these pictures are being taken, Linda Johnson is right here in the center -- to say that Linda Johnson is the heart of the staffing that support this great volunteer group across the University. I'd like to make a special recognition of Linda Johnson. Linda, thank you very much.

Ms. Linda Johnson:

Thank you.

Mr. Celeste:

I wonder if we could end every meeting like that. Isn't that wonderful? Fantastic, that's wonderful. Thank you all very much.

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Thereupon the Board adjourned to meet Friday, February 5, 1999, at the Ohio Union, Columbus, Ohio.

Attest:

William J. Napier
Secretary

Theodore S. Celeste
Chairman



Office of the President

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Phone: 614-292-2424
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TO: Deans, Directors, Department Chairs
University Senate - Faculty Cabinet
President's and Provost's Advisory Committee
Undergraduate Student Government
Council of Graduate Students
Interprofessional Council
University Staff Advisory Committee

FROM: William E. Kirwan

A handwritten signature of William E. Kirwan in dark ink.

DATE: November 12, 1998

RE: Administrative Reorganization

Enclosed is the administrative reorganization plan that I will take to the Board of Trustees for approval at the Board's December 4, 1998 meeting. I want to thank the members of the university community who have provided advice to me on this matter throughout the process. I believe the structure I have developed positions us well for higher levels of academic excellence and addresses many of the concerns about administrative inefficiencies I have heard since arriving at Ohio State. It also accommodates most of the suggestions made in response to the Rhodes Report. I hope you will share the plan widely with your colleagues.

The new structure gives primacy to the voice of the academic community and expands the role of the provost. In order for the university to move forward with a renewed sense of purpose and urgency, I will recommend to the Trustees that Interim Senior Vice President and Provost Ed Ray be designated Executive Vice President and Provost, effective December 4, 1998. I do this for several reasons. First and foremost, I have been impressed by the dedicated and professional manner in which Ed Ray has carried out his responsibilities as Interim Provost. Second, I have become aware of the broad base of respect and support Ed enjoys from faculty, staff, students, and his colleagues in senior administration. And third, I recognize that a search at this time would cause disruption in the momentum so critical to achieving the goals we have set for Ohio State. It is also worth noting that, having exercised valued leadership in the formation, adoption, and benchmarking of our quest for excellence, Ed is ideally positioned to join me in carrying out our ambitious agenda.

I want to emphasize that I have consulted broadly before reaching this decision. Among others, I have talked with the Faculty Cabinet, many academic leaders, the President's and Provost's Advisory Committee, and members of the Board. I am confident that there is a broad consensus that this is the right decision to make given the quality of Ed's work as Interim Provost and the enormity of the issues we must address in the coming months.

Now that the reorganization work is complete, I look forward to working with each of you as we intensify our efforts to move Ohio State to the top rank of our nation's research universities.

“Organizing for Success”

Reorganization of the Central Administration
The Ohio State University
November, 1998

William E. Kirwan, President

1. Preface

The purpose of this document is to report on the review of Ohio State's central administration structure that I have conducted and to outline the organizational structure I believe will best serve the needs of the university in the months and years ahead. My conclusions are the product of considerable reflection on information provided me from many sources, including conversations with Trustees, deans, faculty, students, staff, and members of the public; visits to many offices and academic units; and review of multiple documents, memos, and reports.

Important to my deliberations has been the “Review of the Administrative Structure and Administrative Forums Involving the President of The Ohio State University,” conducted at my request by Frank H. T. Rhodes, Carolyn K. Davis, and Charles E. Young. I am deeply grateful to the authors of this report for the time, effort, and thought they have invested. It has been an invaluable resource to me in my deliberations. I also received a number of thoughtful responses to the Rhodes Report from members of the Ohio State community and took these comments under advisement in preparing this document.

2. Reorganization within the context of the university's goals and priorities

There is broad agreement on four general priority areas for the university to pursue as a means towards its goal of becoming one of the nation's preeminent public research universities:

- Increase the quality and national reputation of academic programs.
- Enhance the quality of undergraduate programs and the quality of life of all students.
- Become an exemplar within higher education for the success of the university's commitment to diversity.
- Expand outreach and engagement activities to better respond to the needs of the communities the university serves.

There is a remarkable resolve within the university community to elevate Ohio State to the ranks of the nation's very best universities. This resolve can be seen in the report of the Research Commission, in the development of the selective

investment program and by the rigor with which this program has been carried out. It also can be seen in the creative energy unleashed through the academic enrichment program, in the growth and stature of the Honors Program and in the extraordinary success of the Affirm Thy Friendship Campaign.

Given the high ambitions of the community and the limit to our resources, it is essential that our administrative structure be one that builds consensus within the community, enables timely decisions based on community input, provides accountability for administrative actions and supports in an optimum manner the university's priorities.

3. The present administrative structure

Ohio State is blessed to have many talented administrators who have supported so effectively the university's remarkable advances over the decade of the 1990s, advances made despite devastating budget cuts and continuing resource constraints. Still there is a widely held perception that the current administrative structure, as opposed to the current administrators, is not serving the university as well as it should. This view was captured in the Rhodes Report. The Rhodes team interviewed 71 individuals and reviewed numerous documents as part of its deliberations. In the end, the team found that although there is a "pervasive sense of institutional enthusiasm and loyalty" and cause for optimism and a sense of satisfaction, the present structure has serious deficiencies. One quote from the report captures well a prevailing view:

"...there is a general feeling among those we interviewed that the university's administrative structure is large, clumsy, and ineffective. We were told by various individuals that it is 'not organized for success,' that it is 'skilled at failing,' and that decision-making is 'episodic, piecemeal, well-intentioned, but rarely effective.' One of those we interviewed concluded that 'Nothing is ever decided; nothing ever quite comes into focus...".

I find the comments by Dr. Rhodes and his colleagues, reinforced by many conversations I have had with colleagues throughout the university community, compelling. I view as urgent the need for significant reorganization within the central administration if we are to achieve our ambitious goals.

4. The new structure

In determining an optimum administrative structure for the university, there are five guiding principles that I have followed:

- Give primacy to the academic needs of the university;
- Provide effective communication with the university community and be responsive to the community's needs;

- Ensure a sustained focus on the university's priorities;
- Maintain a well-articulated and timely decision-making process; and
- Guarantee accountability for decisions and for overall progress of the university toward its goals.

Adherence to these principles leads me to implement the following changes in the administrative structure:

Academic Affairs

- ◆ The position of senior vice president & provost will be strengthened and elevated to a new position of executive vice president & provost.
 (1) Comment: This action is intended to establish the provost as the second in line within the university's hierarchy or, in effect, the university's chief operating officer.
 (2) Timetable: Dec. 4, 1998.
- ◆ The provost will become the chief architect of the university's budget.
 (1) Comment: The provost, as the senior university officer charged with orchestrating the university's advance toward its goals, needs to be the architect of the budget, which is the strategic statement of the university's priorities. The budget priorities and resource allocations will be developed by the provost and recommended to the president based on revenue and spending estimates prepared by the chief financial officer.
 (2) Timetable: Dec. 4, 1998.
- ◆ The vice president for research will report to the provost and retain a dotted line relationship to the president.
 (1) Comment: The Office of Research is central to the academic mission of the university. This change will ensure closer interaction among the vice president, the provost, and the dean of the graduate school. It also will ensure that the vice president for research has a greater voice in the determination of resource allocations. The vice president will continue to have a direct access to the president through a dotted reporting line and will have a seat at presidential level priority setting and policy-making councils.
 (2) Timetable: Dec. 4, 1998.
- ◆ The freestanding position of vice president for human resources will be eliminated and the associate vice president for human resources will report to the provost.
 (1) Comment: This change will strengthen the linkage of human resources to the central purposes of the university as represented in the Office of the Provost.
 (2) Timetable: The position of vice president for human resources will be eliminated as soon as a transition plan has been developed by the

provost, the acting vice president for human resources, and the vice president for finance. The transition plan will include recommendations on functional realignment of support services within human resources. The plan will be developed by Dec. 4, 1998.

- ◆ The provost will recruit a senior, nationally recognized expert as the university's chief information officer. This person will be responsible for ensuring that the university becomes a national leader in the application of information technology both in its academic programs and its business and service applications.
 - (1) Comment: Information technology holds unlimited potential for use in instruction, research, communications, and management, and the appointment of a full-time CIO is not only long overdue but is essential if institutional goals are to be realized.
 - (2) Timetable: The search will begin by Dec. 4, 1998.
- ◆ The vice president for agricultural administration will report to the provost on all academic matters and to the president on all statewide policy and fiscal matters.
 - (1) Comment: This reaffirms the understanding of the May 1, 1981, agreement placing OARDC within the university structure. It is restated, however, to emphasize the importance of the integration of all academic programs within the Office of the Provost. It also is anticipated that the vice president will assume additional leadership responsibilities as the university redefines its land-grant mission and expands its outreach and engagement activities.
 - (2) Timetable: Immediate.
- ◆ The vice president for health sciences will report to the provost on all academic matters and to the president on all matters relating to the hospitals and fiscal affairs.
 - (1) Comment: This reaffirms the existing reporting relationship but also emphasizes the necessity for all academic matters to be under the oversight of the provost. The organizational structure of the Health Sciences is undergoing review, which is anticipated to lead to changes in the administrative structure of that enterprise.
 - (2) Timetable: Immediate.
- ◆ The vice president for student affairs will report to the president but have a dotted line to the provost.
 - (1) Comment: This change will strengthen important working relationships and linkages between the Office of Student Affairs and the Office of the Provost.
 - (2) Timetable: Dec. 4, 1998.

- ♦ The vice president for development will report to the president but have a dotted line to the provost.
 (1) Comment: This reaffirms the important responsibility the president has for fund raising while emphasizing the importance of continued collaboration between the development activities and the provost's office to ensure that the academic priorities remain the focus of campaign efforts.
 (2) Timetable: Dec. 4, 1998.
- ♦ The provost will review the structure and organization of the provost's office in order to absorb the newly apportioned functions and ensure their optimum effectiveness in addressing existing responsibilities.
 (1) Comment: At my request, Dr. Edward Ray has prepared an OAA reorganization document that explains how the office will accommodate the changes outlined here.
 (2) Timetable: Completed.

Administration, Finance and Business

- ♦ The vice president for finance will become the senior vice president for finance, business, and administration. The senior vice president will report to the president but have a dotted line to the provost.
 (1) Comment: This change reflects the centrality of financial considerations to the ultimate success of the academic mission, and it expresses the need to better integrate the administrative, business, and financial functions of the university. It is anticipated that this change will lead to significantly greater efficiency in these areas.
 (2) Timetable: Dec. 4, 1998.
- ♦ The vice president for business and administration will report to the senior vice president for finance, business, and administration.
 (1) Comment: The change enhances the coordination of academic-support activities and streamlines the decision-making process while improving efficiency and effectiveness.
 (2) Timetable: Dec. 4, 1998.
- ♦ The vice president for legal affairs and general counsel will assume the position of executive assistant to the president and general counsel.
 (1) Comment: The executive assistant will assist in the development of the president's agenda for the university and will help the president direct his time and attention to advancing that agenda.
 (2) Timetable: Dec. 4, 1998.
- ♦ The current executive assistant to the president will assume the position of special assistant to the president for governmental relations. This position will be responsible for developing and implementing a comprehensive strategy to

promote the university's goals with federal, state and local governments. The special assistant will continue to serve as Secretary of the Board of Trustees.

(1) Comment: The special assistant will assume reporting responsibility for and coordinate the activities of the ~~current~~ state and federal relations operations.

(2) Timetable: Dec. 4, 1998.

New Position

- ♦ A position of vice president for university relations will be created. This individual will be responsible for a coordinated university effort on public and media relations including the development of a comprehensive communications and marketing strategy. The vice president will report to the president but have a dotted line to the provost.

(1) Comment: Ohio State must do a better job of communicating its successes and ambitions, building constituencies, and informing its publics about the many benefits it offers and services it provides. The creation of the position of vice president for university relations will provide for this as well as a better coordination of interactions with business and industry and foundations. Special assistant functions in these areas will be transferred from the president's office to the vice president for university relations.

(2) Timetable: Search to begin by Dec. 4, 1998.

5. Primary Decision-Making Forums

In order to clarify the decision-making process within the new administrative structure, I am defining the role of two major administrative forums, one dealing primarily with the future directions of the university and the other with current year operations.

1. The Planning Cabinet. This body will consist of the president as chair, the provost as vice chair, the vice presidents, the executive assistant to the president, and the secretary of the board. The purpose of this group will be to determine the university's priorities and major initiatives, to review and recommend to the trustees the university's operating and capital budget requests, to recommend major policies to the trustees, and to guide and oversee the progress of the university towards its goals.

Actions of the cabinet will be guided and informed by recommendations from the Coordinating Council (see below) and advice from representative groups within the university community.

2. The Coordinating Council. This body will consist of the provost as chair, the vice presidents, the executive deans, the executive assistant to the president and

others deemed appropriate by the provost. The function of this body will be to provide recommendation and advice on major items coming before the Planning Cabinet, to monitor and administer the current year budgets, to monitor the progress of the university in fulfilling the annual Leadership Agenda, and to propose new initiatives aimed at advancing the university's priorities.

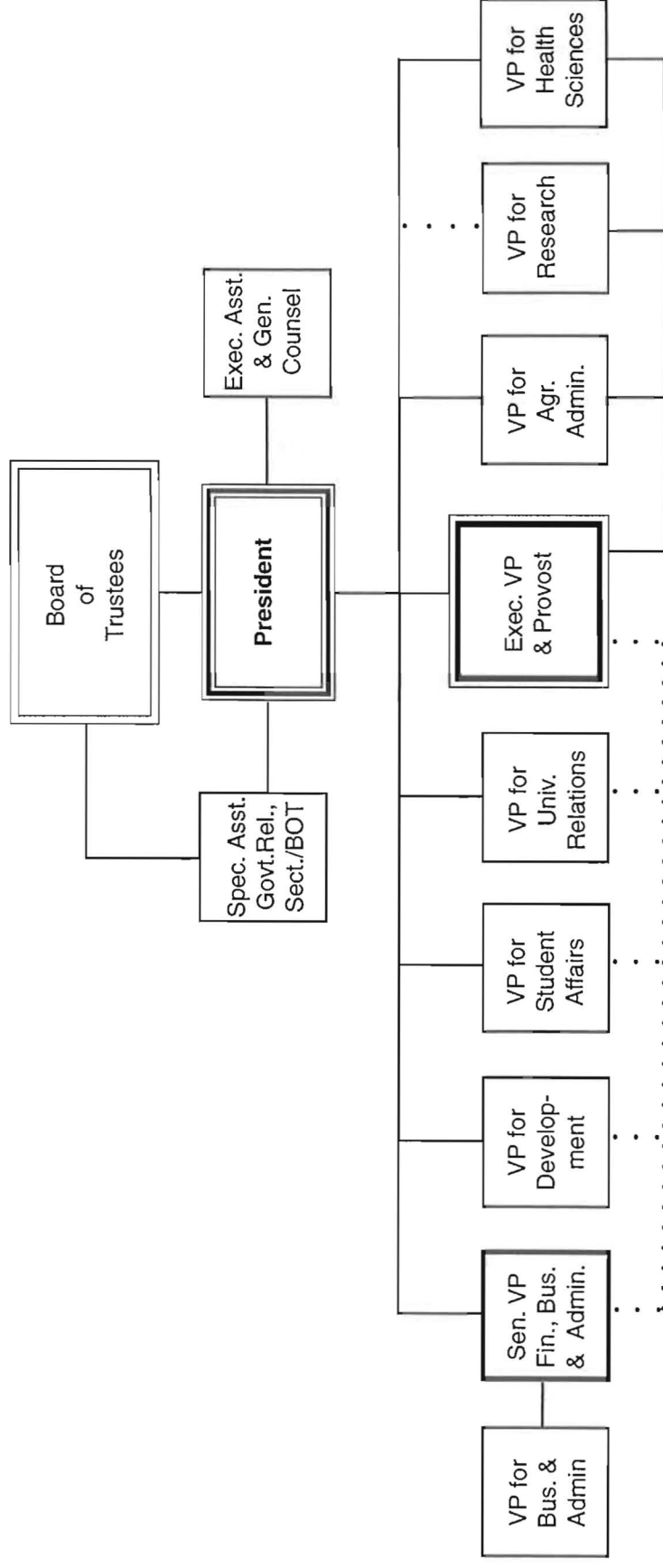
The work of the council will be guided and informed by ongoing interactions with, among other bodies, the University Senate, the Faculty Council, the Council of Deans, the University Staff Advisory Committee, and the three student government organizations.

6. Conclusion

Our institutional ambitions are bold. To succeed, our decision-making structure must have the capacity for clarity, decisiveness and accountability, and our many constituencies must be kept informed and inspired to help Ohio State reach its goal of true academic distinction.

The plan I have set forth is an important beginning and one I embrace with enthusiasm. Since arriving at Ohio State, I have received the unqualified support of the members of the central administration, and we share an eagerness to move forward with a renewed sense of purpose and direction. Although formal action, where required, will not occur until the December meeting of the Board of Trustees, many of the described changes will begin to be phased in over the next few days and weeks so that momentum and opportunities are not lost. With the completion of this plan, the university community must now return its focus and energy to our shared goal...building a university of the first rank.

Central Administration / The Ohio State University



NOTE:

The solid lines to the President reflect direct reporting and accountability relationships and policy development through the Planning Cabinet.


The solid and dotted lines to the Executive Vice President & Provost reflect a combination of direct reporting and close collaboration on academic priorities under the Provost's leadership.



Interim Senior Vice
President and Provost

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To: Deans, Directors, Department Chairs
Vice Presidents
University Senate-Faculty Cabinet
President's and Provost's Advisory Committee
Undergraduate Student Government
Council of Graduate Students
Inter-Professional Council
University Staff Advisory Committee

From: Ed Ray 

Date: November 19, 1998

Subject: President Kirwan's Report and Reorganization in OAA

This memo summarizes the immediate changes anticipated in staffing in OAA associated with the implementation of vice presidential changes contained in President Kirwan's report "Organizing for Success" distributed November 12, 1998. The primary purpose of the reorganization in OAA is to permit the Executive Vice President and Provost to effectively manage the additional responsibilities assigned to the Provost as detailed in the President's Report and to continue to take action to advance the University agenda. That agenda is to:

Increase the quality and national reputation of academic programs.

Enhance the quality of the undergraduate experience and the quality of life of all students.

Become an exemplar within higher education for the success of the University's commitment to diversity.

Expand outreach and engagement activities to better respond to the needs of the communities the University serves.

Given our focus, the new structure must accommodate new reporting relationships and realign the responsibilities of Vice Provosts to establish accountability within the Office of Academic Affairs for implementing the University agenda. A genuine effort has been made to keep the addition of new administration positions to a minimum.

I propose to move quickly with the reorganization of responsibilities in OAA. The needs of the University community demand decisions and actions. Important decisions will be made this year including such matters as how we do budgets, which areas to invest in selectively, and how we will respond to the recommendations of the Research Commission Report and the Library Task Force.

This process has benefited from the advice of Deans, Senate leaders, Vice Presidents, staff, students and other colleagues. With this new organizational structure and the continued service of an extraordinarily talented and dedicated staff, I am confident that the Office of Academic Affairs can meet its responsibilities in successfully supporting the goals of President Kirwan's reorganization plan.

This new structure includes 2 new positions (a Vice Provost and a CIO), elimination of 1 position (an Associate Provost), and 8 positions that are redefined in some way. Four current positions remain unchanged: 2 Vice Provosts - The Vice Provost for Graduate Studies and Dean of the Graduate School and Vice Provost for Minority Affairs; the Assistant Vice President for Enrollment Services; and the Faculty Fellow.

Attached is a one page appendix that lists additions, deletions and changed staff positions. Details of the proposed structure and position descriptions follow. The numbers correspond to the attached appendix.

- #1 Executive Vice President and Provost. The Senior Vice President and Provost assumes this new title with expanded responsibilities as defined in President Kirwan's report.

- #2 The position of Senior Vice Provost has been vacant for the last 10 months. That position will be filled and designated as the Senior Vice Provost for Academic Administration. While the Senior Vice Provost will continue to serve as the chief deputy to the Executive Vice President and Provost, the Senior Vice Provost will perform substantial coordination and liaison work with the Office of the Vice President for Agricultural Administration, the Vice President for Health Sciences, and the Office of the Vice President for Research and will be responsible for implementation and oversight of the Selective Investment/Academic Enrichment program and other central initiatives. L. Alayne Parson, who currently serves as Vice Provost for Academic Program Coordination and Initiatives, will assume the Senior Vice Provost position, effective immediately.

#3 The Vice Provost for Academic Policy and Personnel will perform substantial coordinating and liaison work with the Office of Human Resources and therefore will be redesignated the Vice Provost for Academic Policy and Human Resources. Nancy M. Rudd, Vice Provost for Academic Policy and Personnel, will serve in the expanded role of Vice Provost for Academic Policy and Human Resources, effective immediately.

Larry M. Lewellen, the Associate Vice President for Human Resources, will report to the Executive Vice President and Provost. For the remainder of FY99, to facilitate the implementation of the A.R.M.S. General ledger and procurement package and provide for a thoughtful assignment of Human Resources functions between the Office of Finance, Business and Administration and the Office of Academic Affairs, the Associate Vice President for Human Resources will have a dual reporting line to the Executive Vice President and Provost and the Senior Vice President for Finance, Business and Administration.

#4, 6 Elements of two current positions, the Vice Provost for Academic Program Coordination and Initiatives and the Associate Provost for Assessment and Institutional Cooperation, will be combined in the position of a Vice Provost for Curriculum and Institutional Relations. W. Randy Smith, who serves as Associate Provost for Assessment and Institutional Cooperation, will be appointed Vice Provost for Curriculum and Institutional Relations, effective immediately, and the Associate Provost position will be eliminated.

#5, 11 The Vice Provost for Undergraduate Studies will assume the expanded title of Vice Provost and Dean of Undergraduate Studies. Martha M. Garland, who currently serves as Vice Provost for Undergraduate Studies, will assume this expanded role. The change in duties will be effective immediately and the change in title will be effective on approval of the Board of Trustees. In close collaboration with the Vice President for Student and Urban/Community Affairs and working with a number of other offices across the University, she will coordinate efforts to enhance the student's academic experience at Ohio State. Joining her will be Mac A. Stewart, who has accepted a newly designated joint appointment as Associate Provost for Undergraduate Studies and Dean of University College. Drs. Stewart and Garland, in collaboration with the Office of Student Affairs and

the degree granting colleges, will especially focus their efforts on enhancement of academic advising and on university orientation.

#10 A new position in the Office of Academic Affairs associated with implementation of the President's report is the position of Vice Provost for Budgets and Planning. The responsibilities for this position were previously shared by Alayne Parson and myself, who are assigned other duties under this reorganization. This person will assume primary responsibility for working with the Provost, Senior Vice President for Finance, Business and Administration and other staff on such issues as budget restructuring and the allocation of financial and space resources. An internal search will commence immediately following Board approval of the position.

#7, 8 The President's report calls for the appointment of a full time CIO for the University. This is an action that is long overdue. The CIO will report directly to the Executive Vice President and Provost and have oversight responsibility for all aspects of management and coordination of information technology at the University. The Director of UTS will report directly to the CIO.

James F. Davis, who currently serves as Associate Provost and Director of UTS, will serve as Interim CIO. A national search for a permanent CIO will commence immediately following Board approval of the position. The Associate Provost position will be eliminated. Jim will develop a reorganization plan for UTS to accommodate the newly defined responsibilities of the CIO.

#9 Given our clear need to more effectively communicate and market our academic accomplishments both inside and outside the University community, the Executive Assistant to the Provost will become the Director of Communications for Academic Affairs. David P. Ferguson will fill the redefined position, effective immediately.

William A. (Bud) Baeslack III will continue to serve as Interim Vice President for Research until a national search for a permanent Vice President is completed. The goal for the appointment of a permanent Vice President is Autumn, 1999.

The Vice President for Research will report directly to the Executive Vice President and Provost with a dotted reporting

line to the President. Research is an integral part of the academic teaching and learning process and a defining characteristic of The Ohio State University. Therefore, the Vice President for Research will continue to partner with the Provost in defining and funding academic initiatives. And, the Vice President for Research will take the lead in developing an implementation plan corresponding to the recommendations of the Research Commission Report. Finally, the Vice President for Research will serve as the Vice Chair of Coordinating Council.

The transitions in both staffing and responsibilities will take some time. Please let me know if there are any concerns or issues as we go forward.

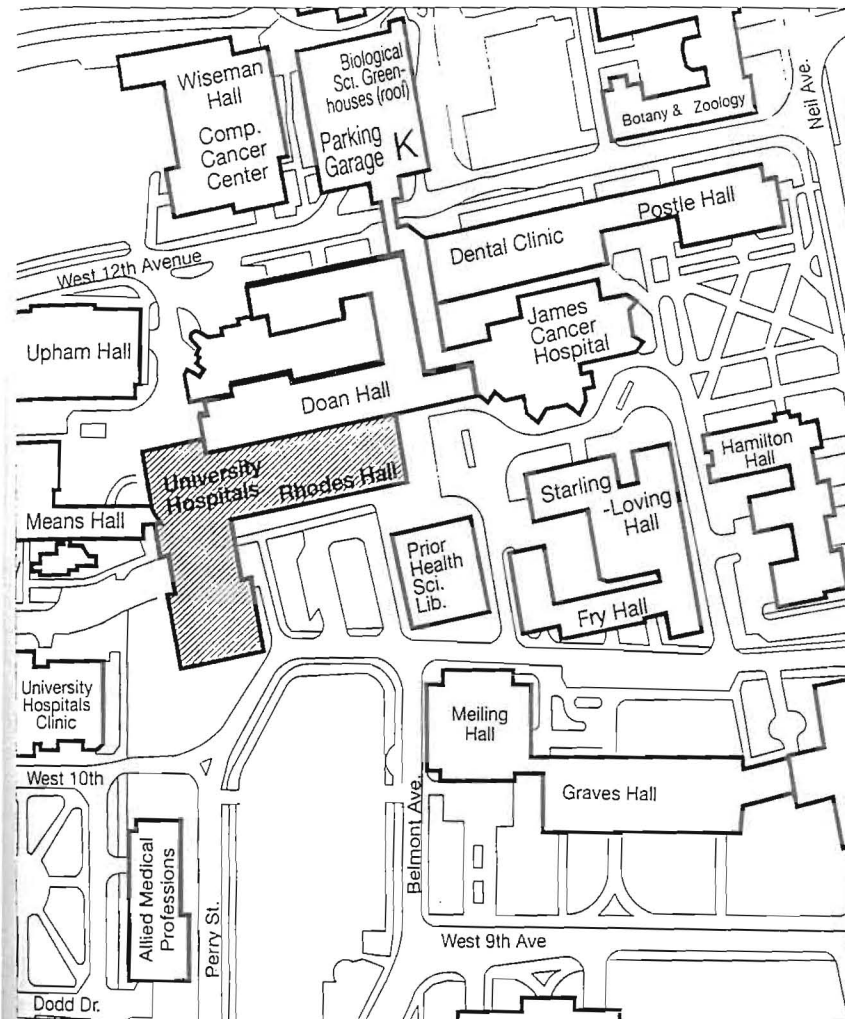
Office of Academic Affairs

APPENDIX

Additions, Deletions and Changes

Current Positions	Proposed Positions
1. Senior Vice President and Provost	1. Executive Vice President and Provost
2. Senior Vice Provost	2. Senior Vice Provost for Academic Administration (Alayne Parson)
3. Vice Provost for Academic Policy and Personnel	3. Vice Provost for Academic Policy and Human Resources (Nancy Rudd)
4. Vice Provost for Academic Program Coordination and Initiatives	4. Vice Provost for Curriculum and Institutional Relations (Randy Smith)
5. Vice Provost for Undergraduate Studies	5. Vice Provost and Dean for Undergraduate Studies (Martha Garland)
6. Associate Provost for Outcomes and Assessment	6. --
7. --	7. Interim CIO (Jim Davis)
8. Associate Provost and Director of UTS	8. Director of UTS (To Be Determined)
9. Executive Assistant to the Provost	9. Director of Communications for Academic Affairs (Dave Ferguson)
10. --	10. Vice Provost for Budgets and Planning (To Be Determined)
11. Dean of UVC	11. Associate Provost for Undergraduate Studies and Dean of UVC (Mac Stewart)
	New Staff support (1.5)

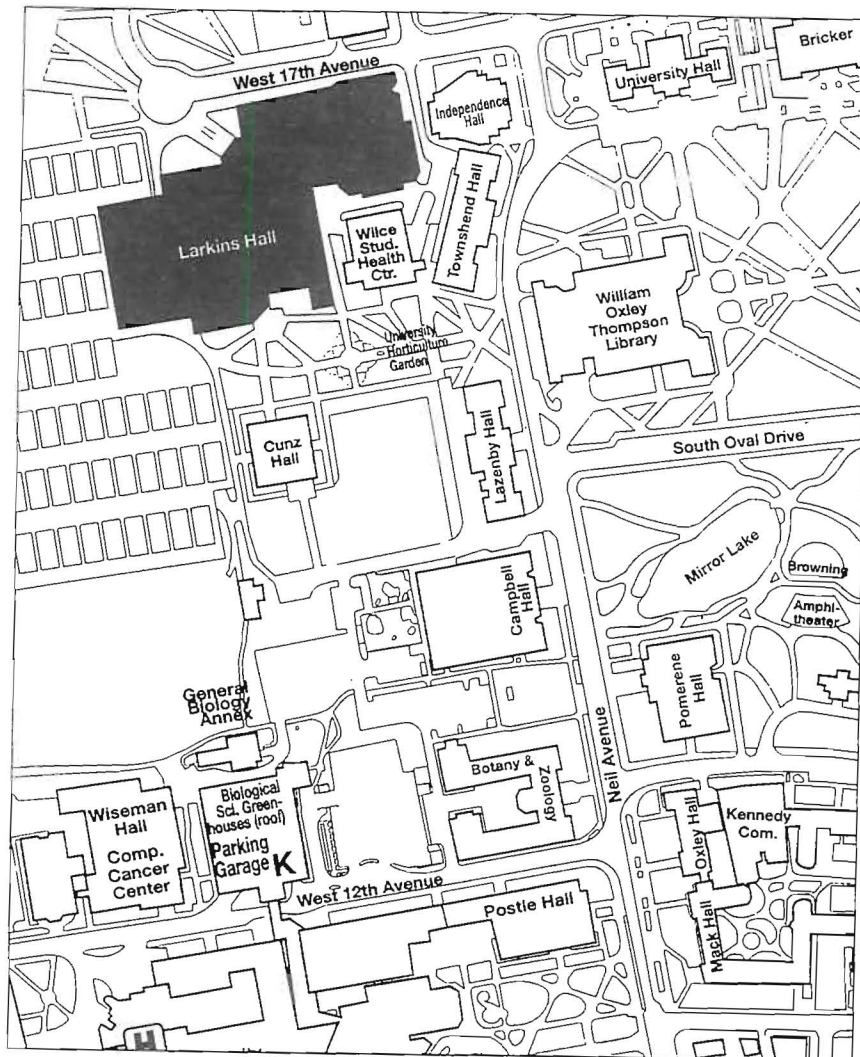
Rhodes Hall 2 West – Cardiac Catheterization



Office of Business and Administration
Office of the University Architect and Physical Planning
November 11, 1998



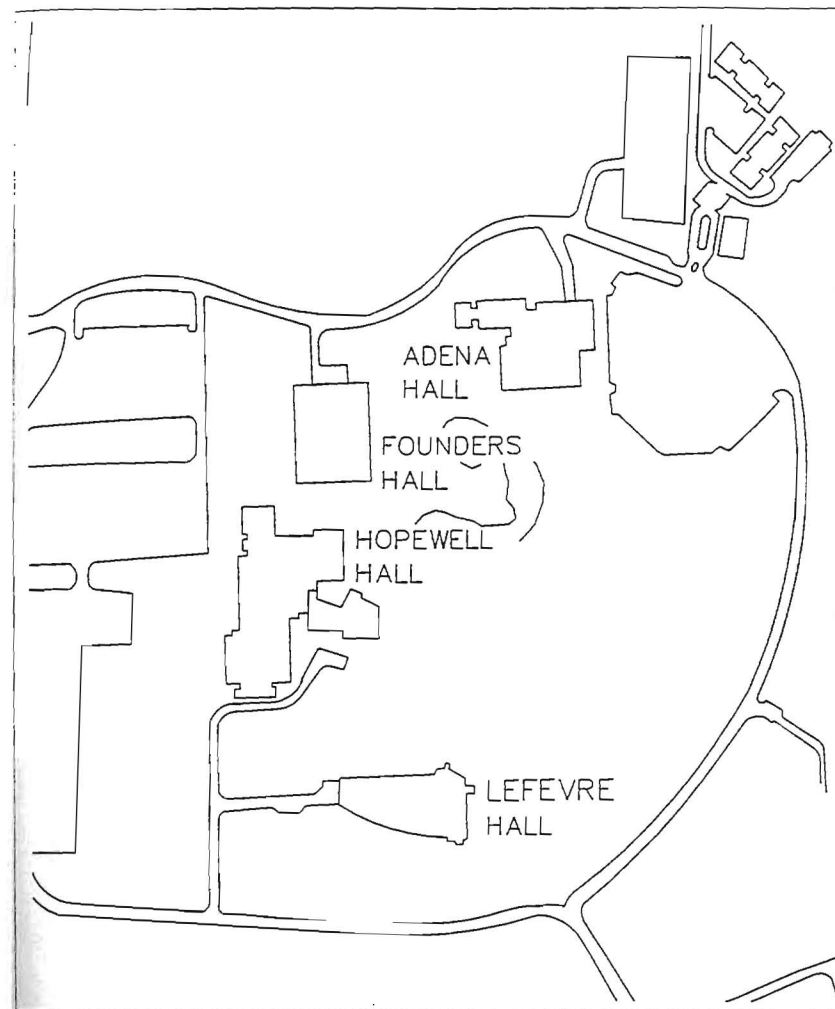
Larkins Hall Renovation / Addition



Office of Business and Administration
Office of the University Architect and Physical Planning
November 11, 1998



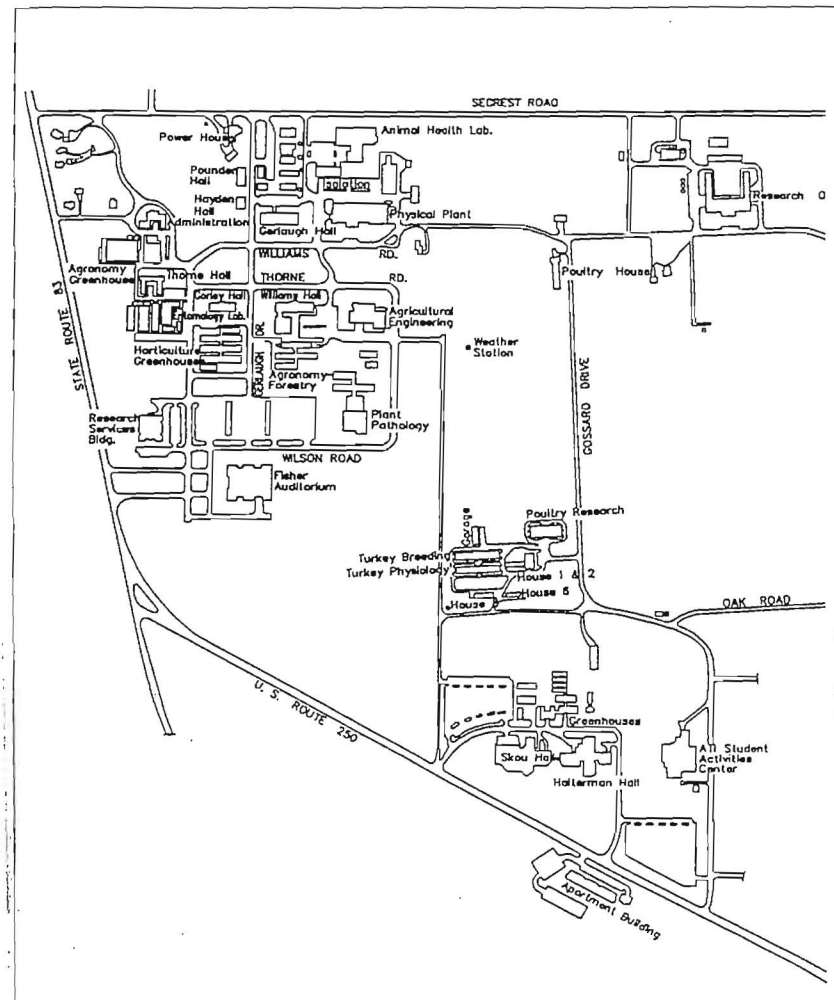
Newark – Founders Hall Science Lab Renovation



Office of Business and Administration
Office of the University Architect and Physical Planning
November 12, 1998



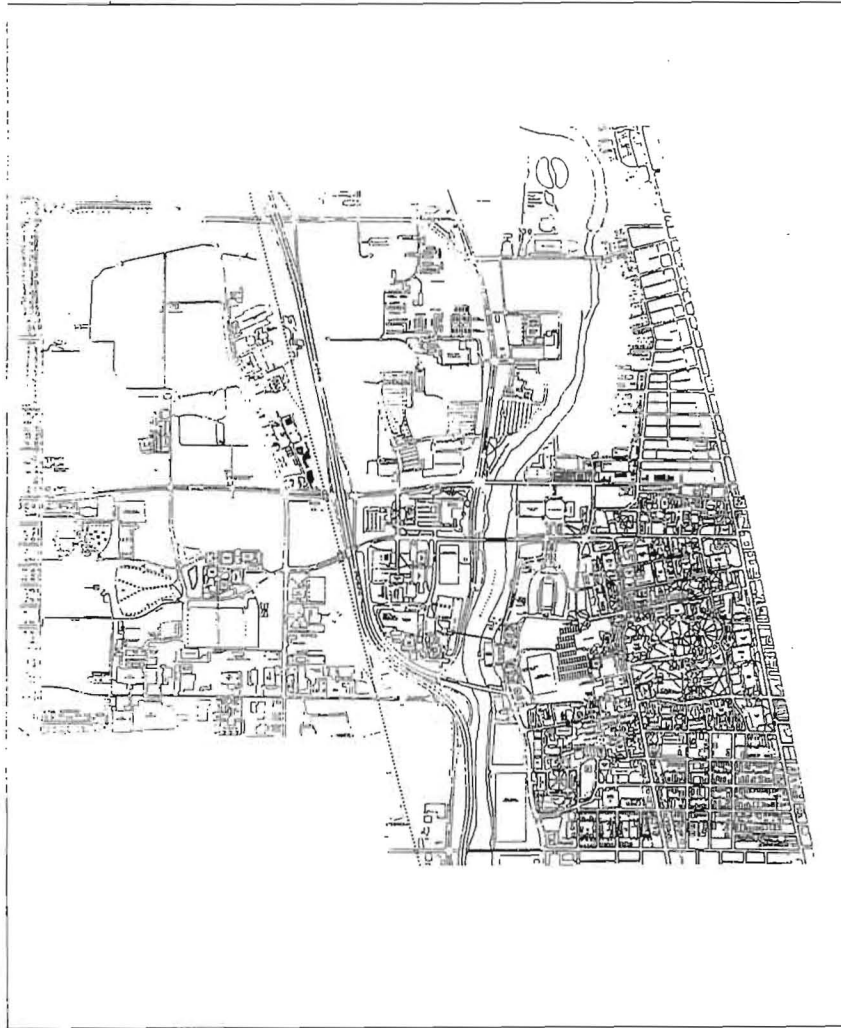
OARDC – FAHRP Animal Building Renovations



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November 12, 1998



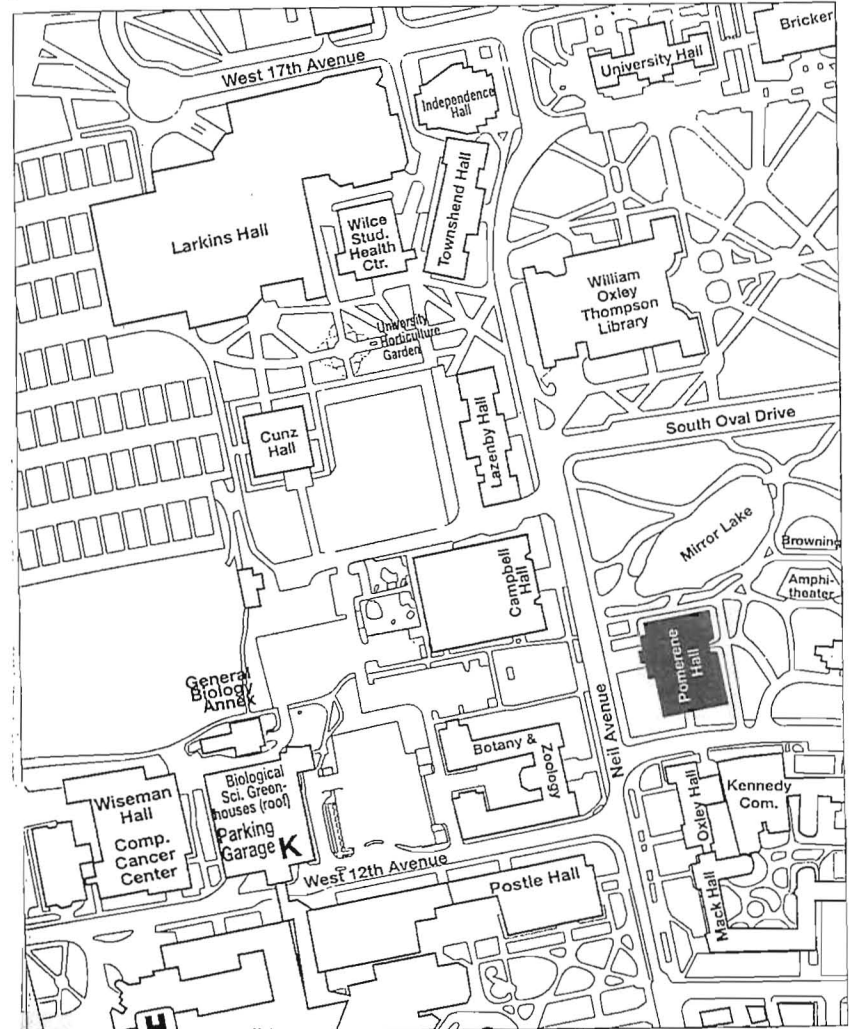
Utilities Upgrade – Lighting Retrofit Phase II



Office of Business and Administration
Office of the University Architect and Physical Planning
November 19, 1998



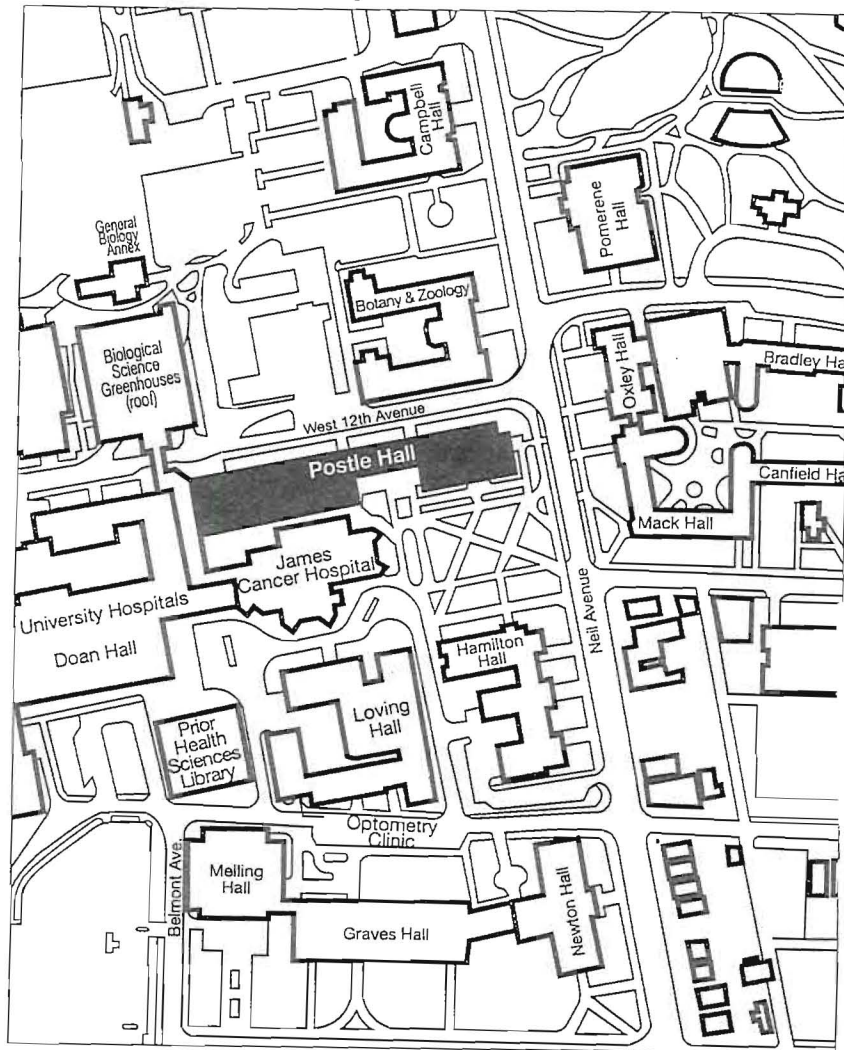
Pomerene Hall – Improvements



Office of Business and Administration
Office of the University Architect and Physical Planning
November 11, 1998



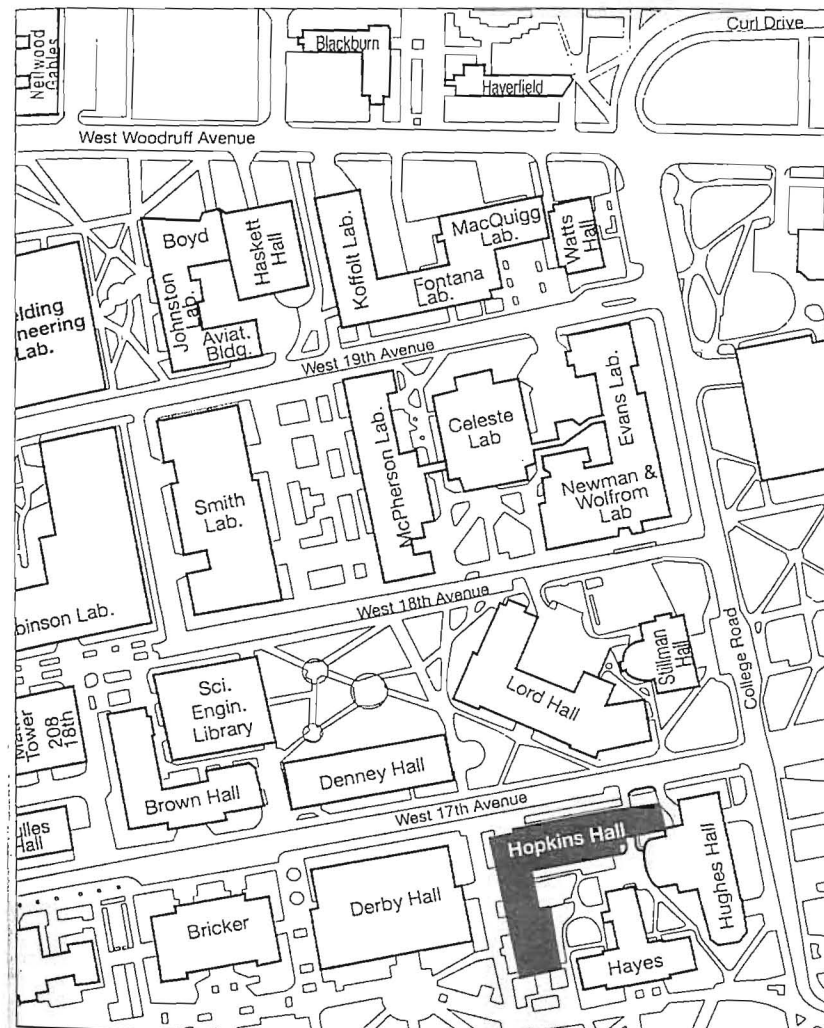
Postle Hall -Roof Replacement



Office of Business and Administration
Office of the University Architect and Physical Planning
November 11, 1998



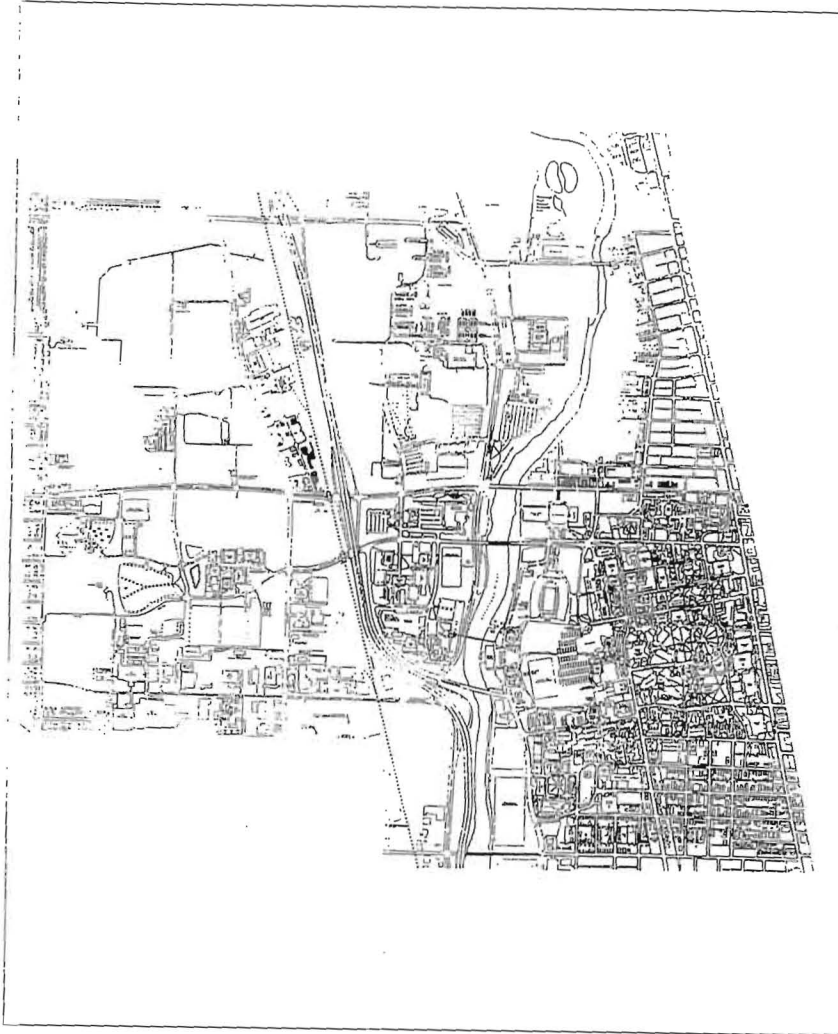
Hopkins Hall - Chiller Replacement



Office of Business and Administration
Office of the University Architect and Physical Planning
November 11, 1998



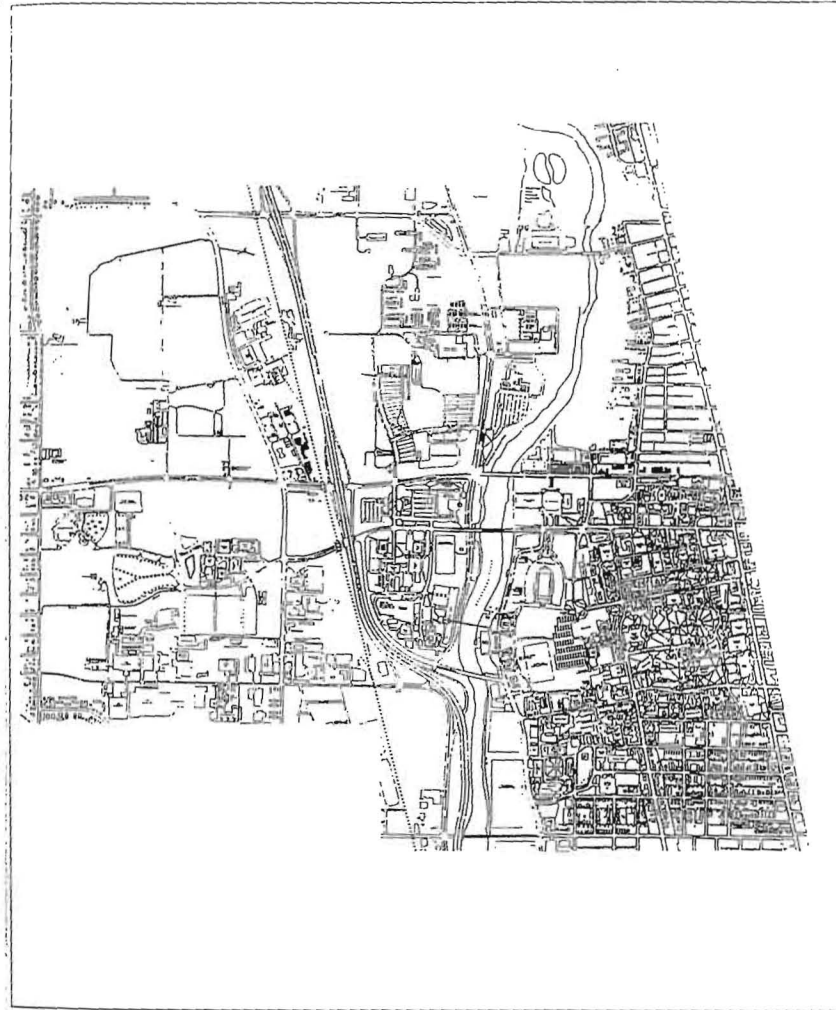
Energy Control Modifications



Office of Business and Administration
Office of the University Architect and Physical Planning
November 19, 1998



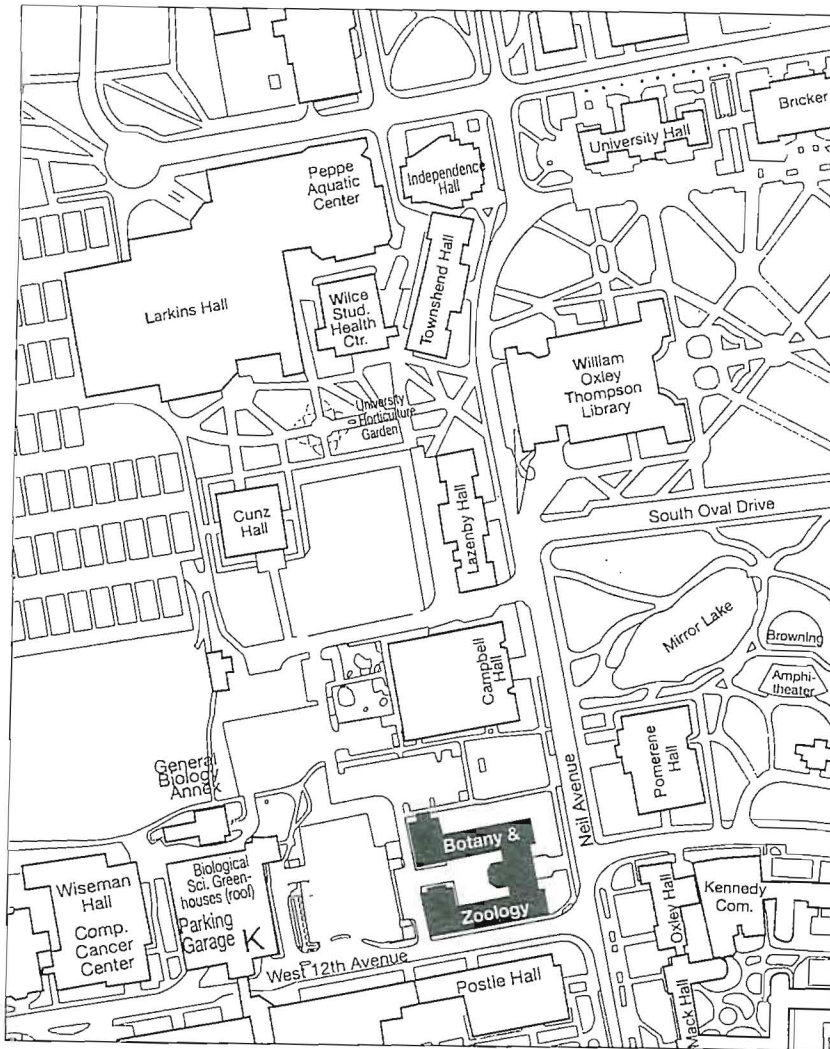
Campus Grounds - Exterior Lighting Phase V



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Office of the University Architect and Physical Planning
November 19, 1998



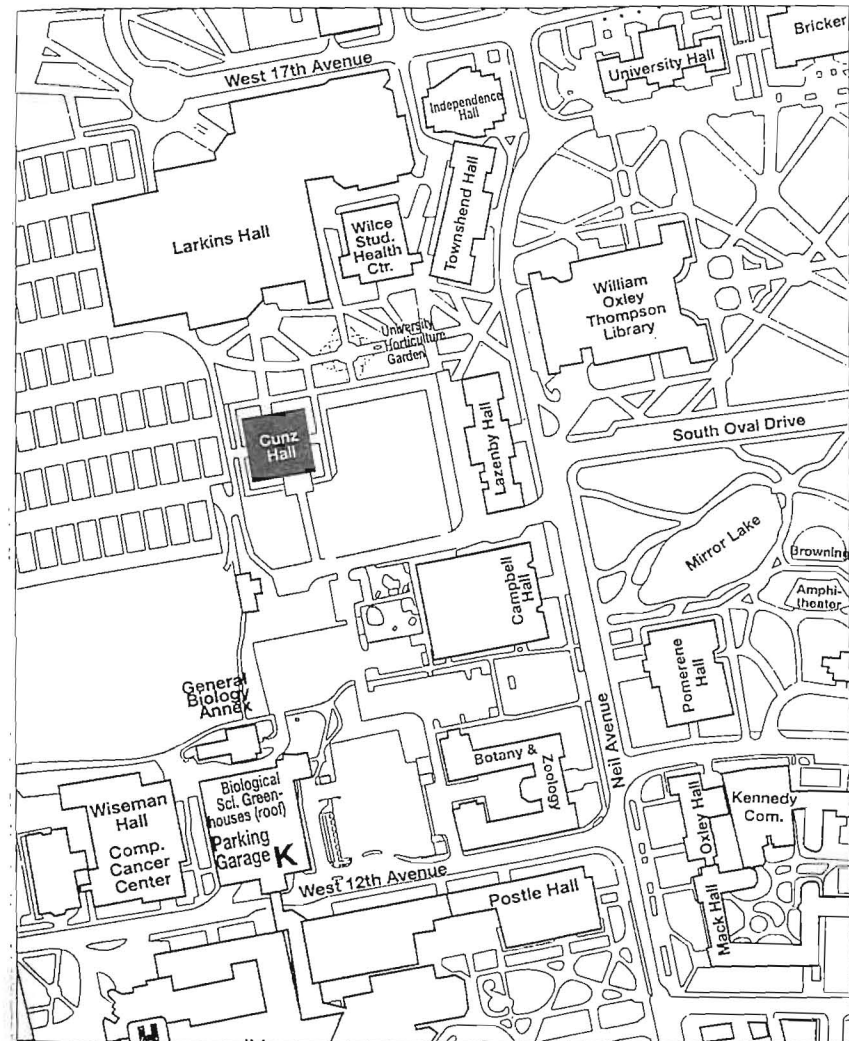
Botany and Zoology Safety Equipment



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Office of the University Architect and Physical Planning
November 11, 1998



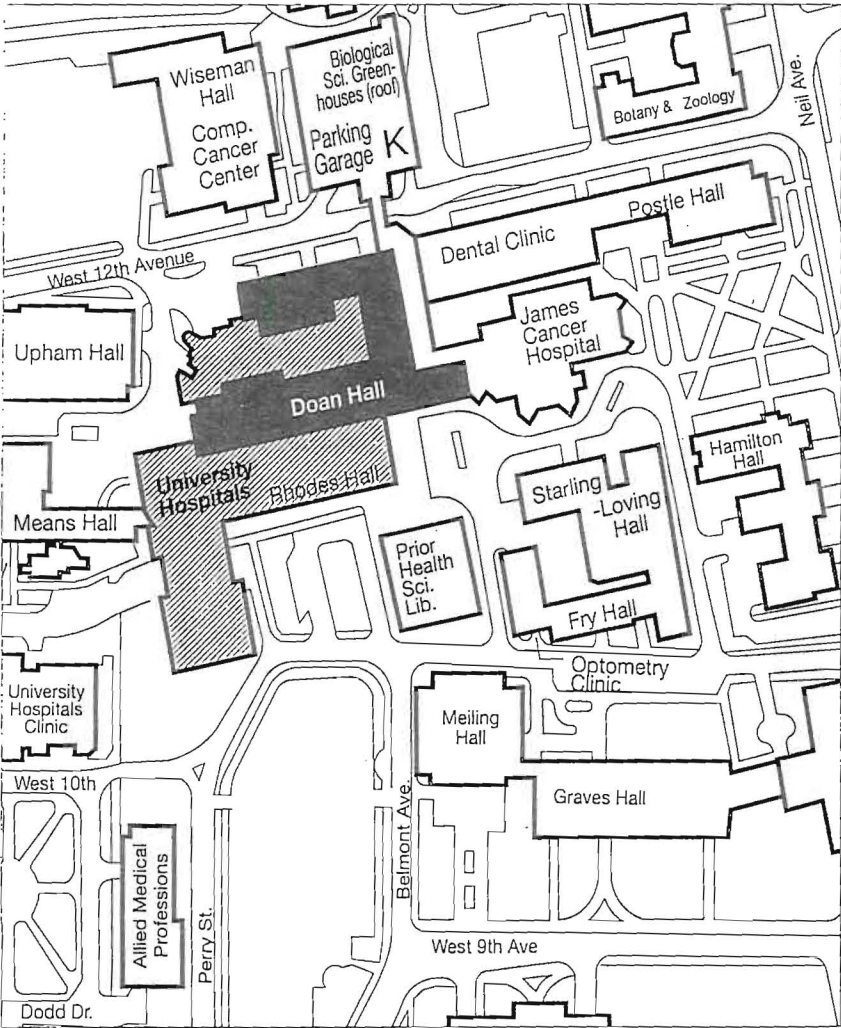
Cunz Hall – Second Floor Renovation



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Office of the University Architect and Physical Planning
November 11, 1998



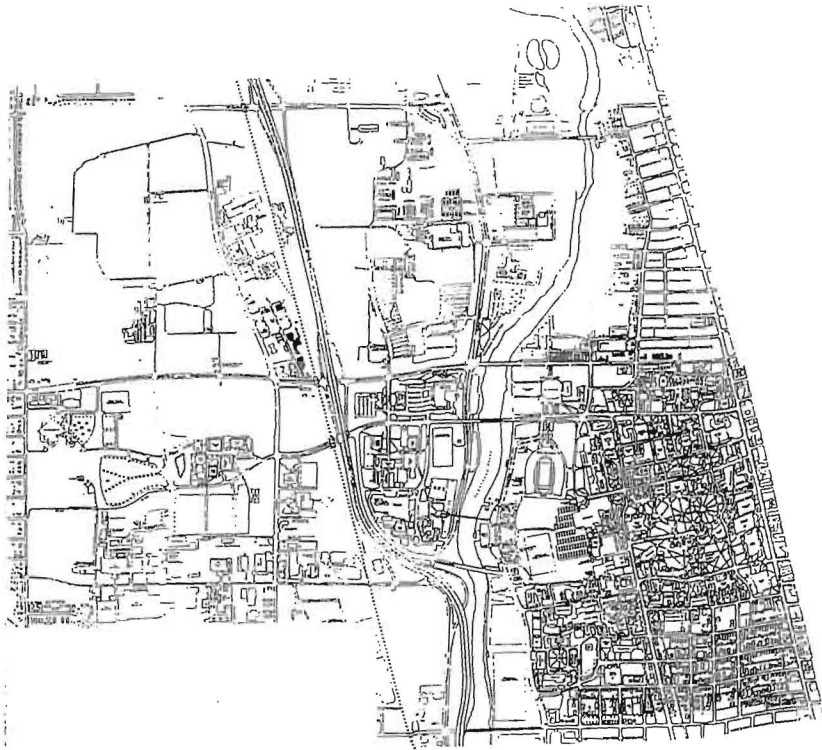
Doan Hall Surgeries



Office of Business and Administration
Office of the University Architect and Physical Planning
June 12, 1997



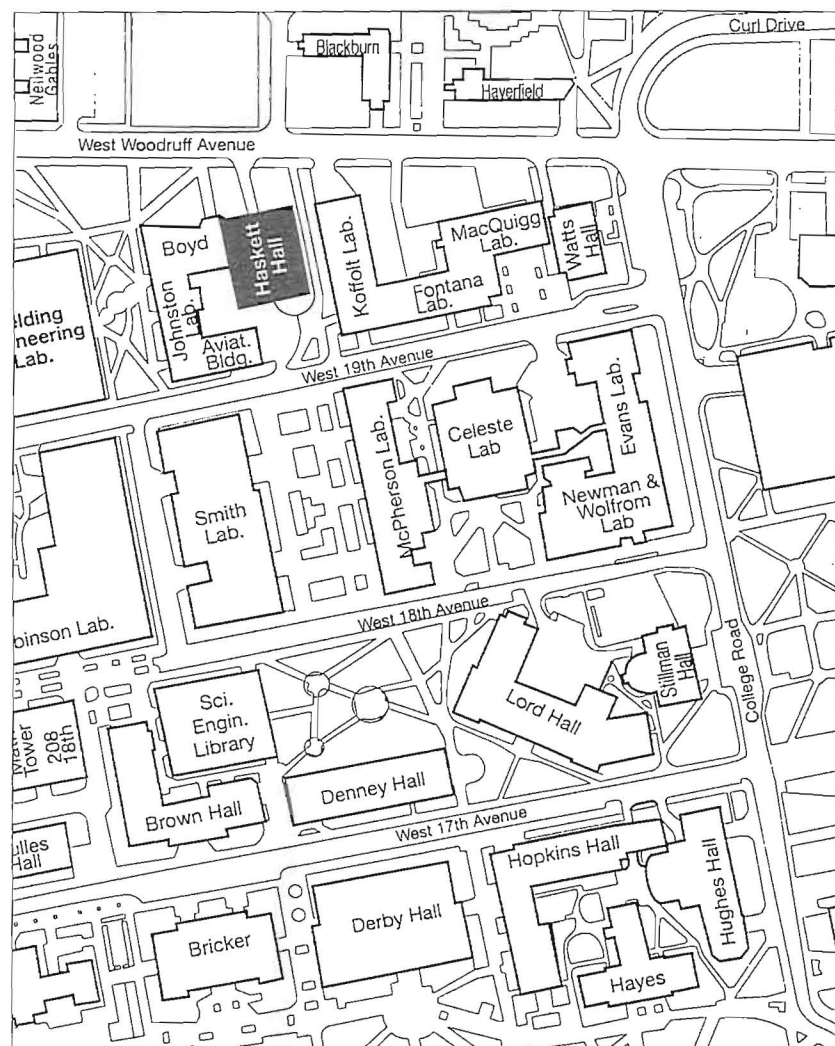
Elevator Upgrades



Office of Business and Administration
Office of the University Architect and Physical Planning
November 19, 1998



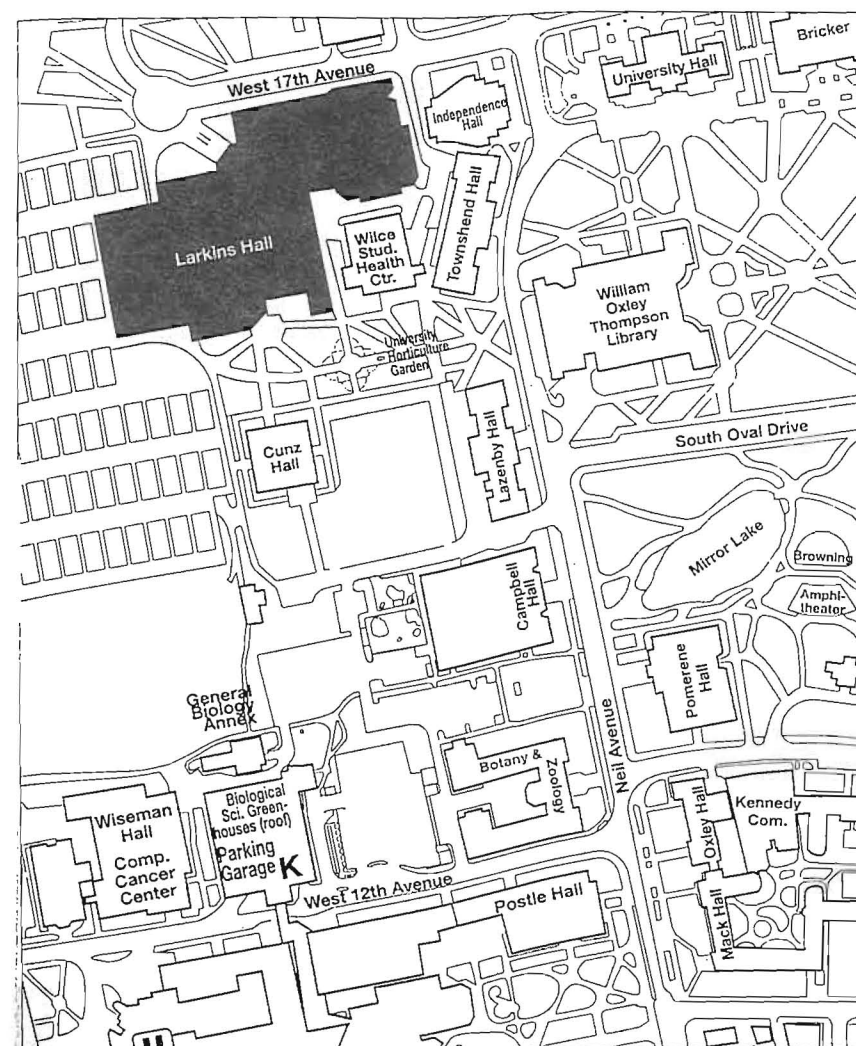
Haskett Hall – Roof Replacement



Office of Business and Administration
Office of the University Architect and Physical Planning
November 11, 1998



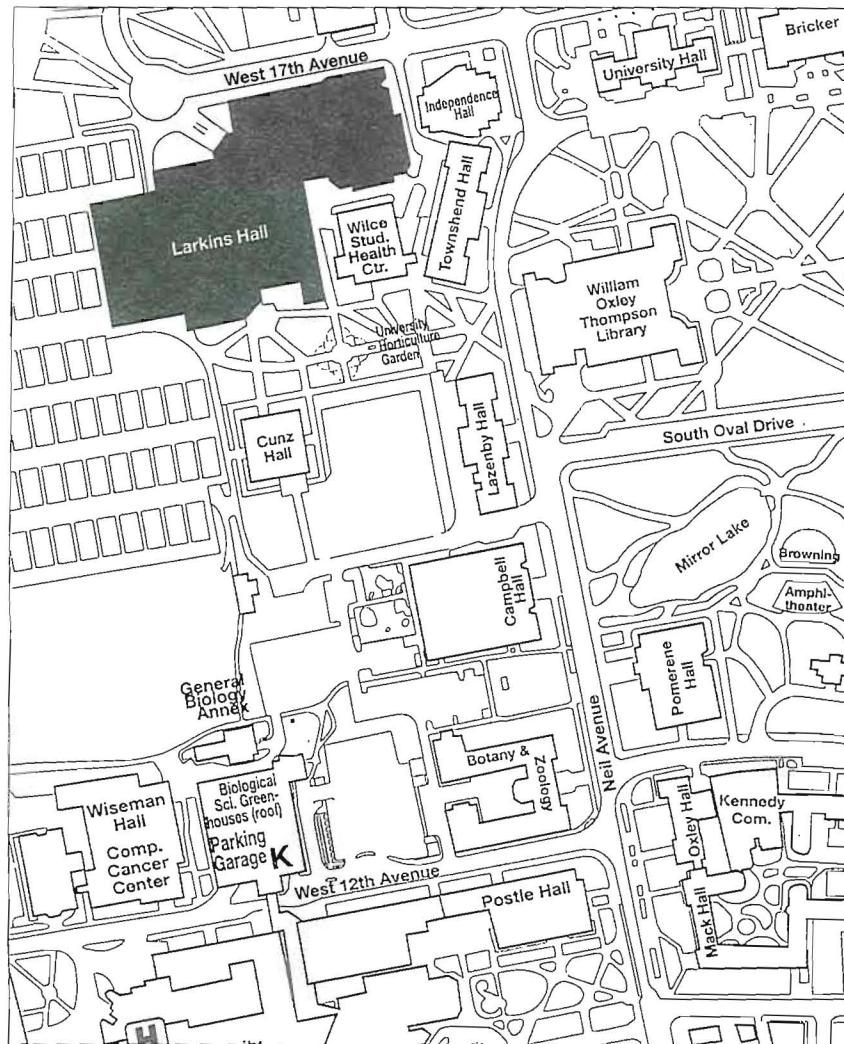
Larkins Hall - Door Replacement



Office of Business and Administration
Office of the University Architect and Physical Planning
November 11, 1998



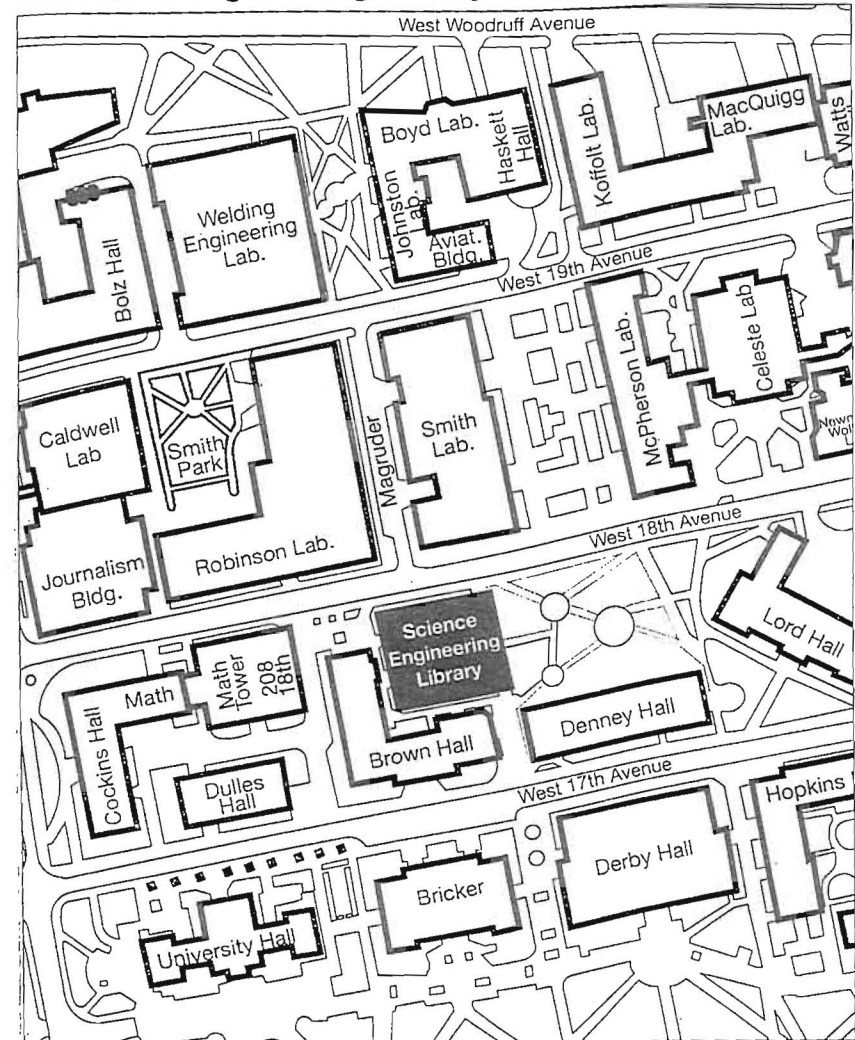
Larkins Hall - Structural Improvements



Office of Business and Administration
Office of the University Architect and Physical Planning
November 11, 1998



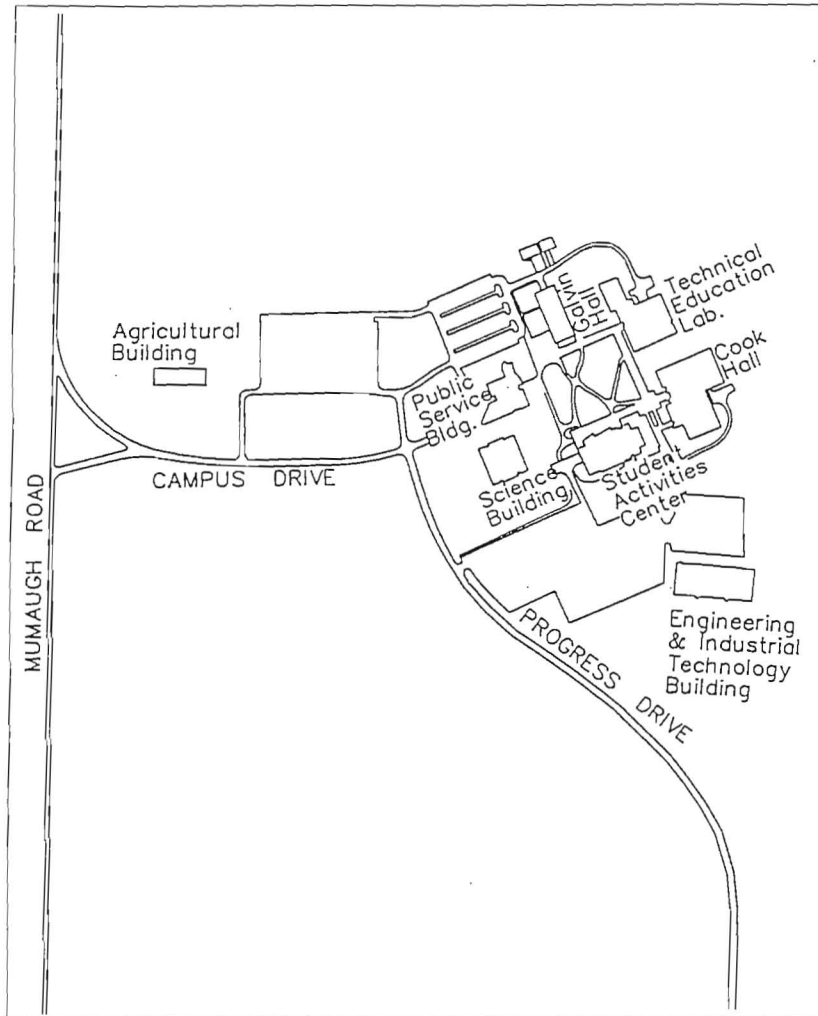
Science & Engineering Library - High Tech Space



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November 11, 1998



Lima – Quadrangle Sidewalks



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November 12, 1998



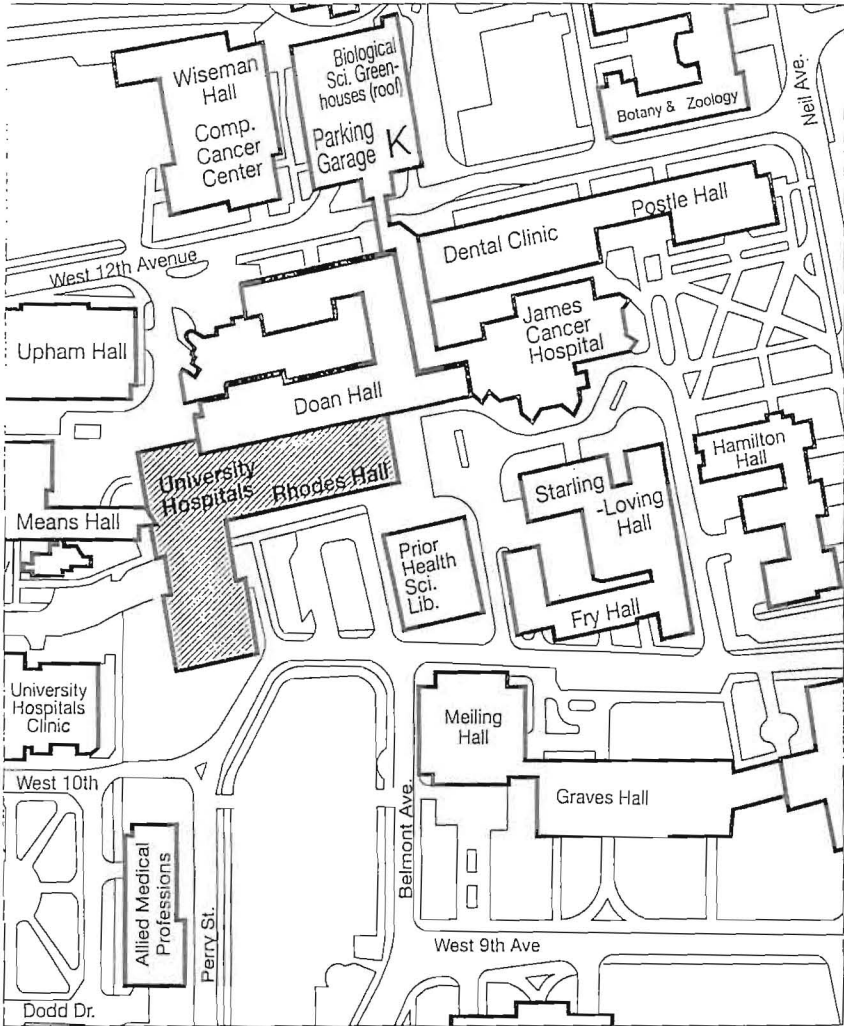
Elevator Upgrades



Office of Business and Administration
Office of the University Architect and Physical Planning
November 19, 1998



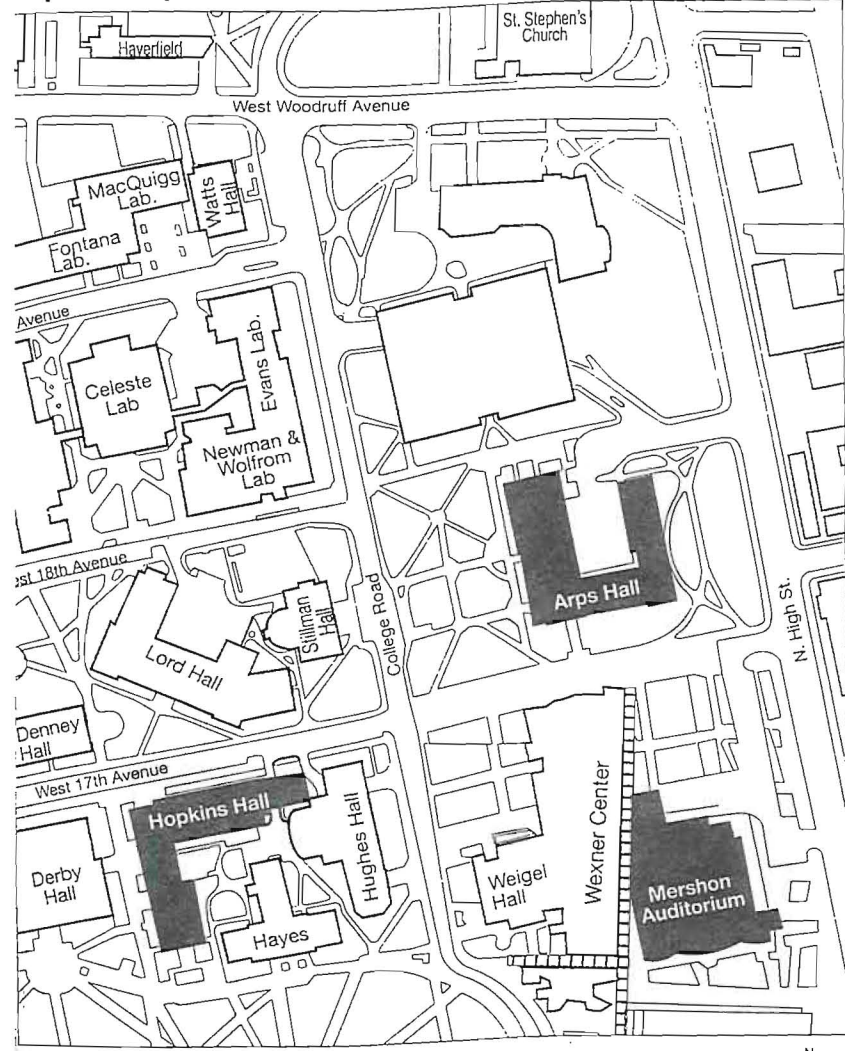
Rhodes Hall - Laboratory Robotics



Office of Business and Administration
Office of the University Architect and Physical Planning
January 10, 1998



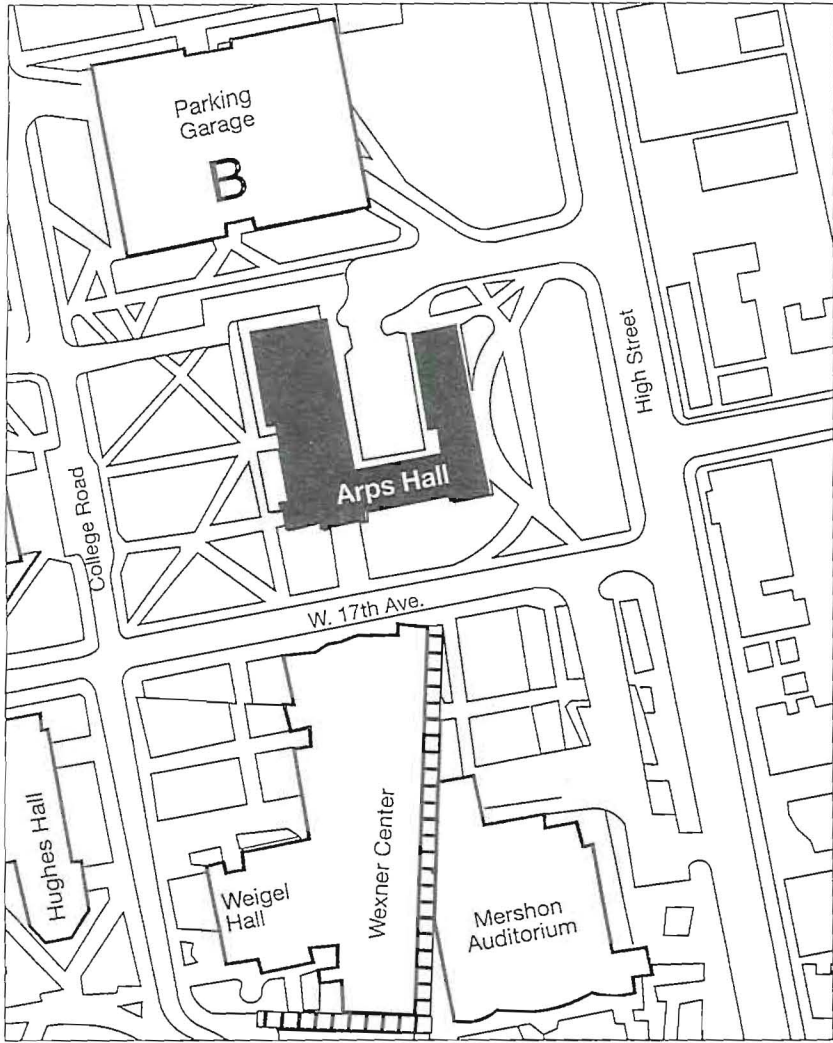
Arps / Hopkins / Mershon - ADA Modifications



Office of Business and Administration
Office of the University Architect and Physical Planning
November 11, 1998



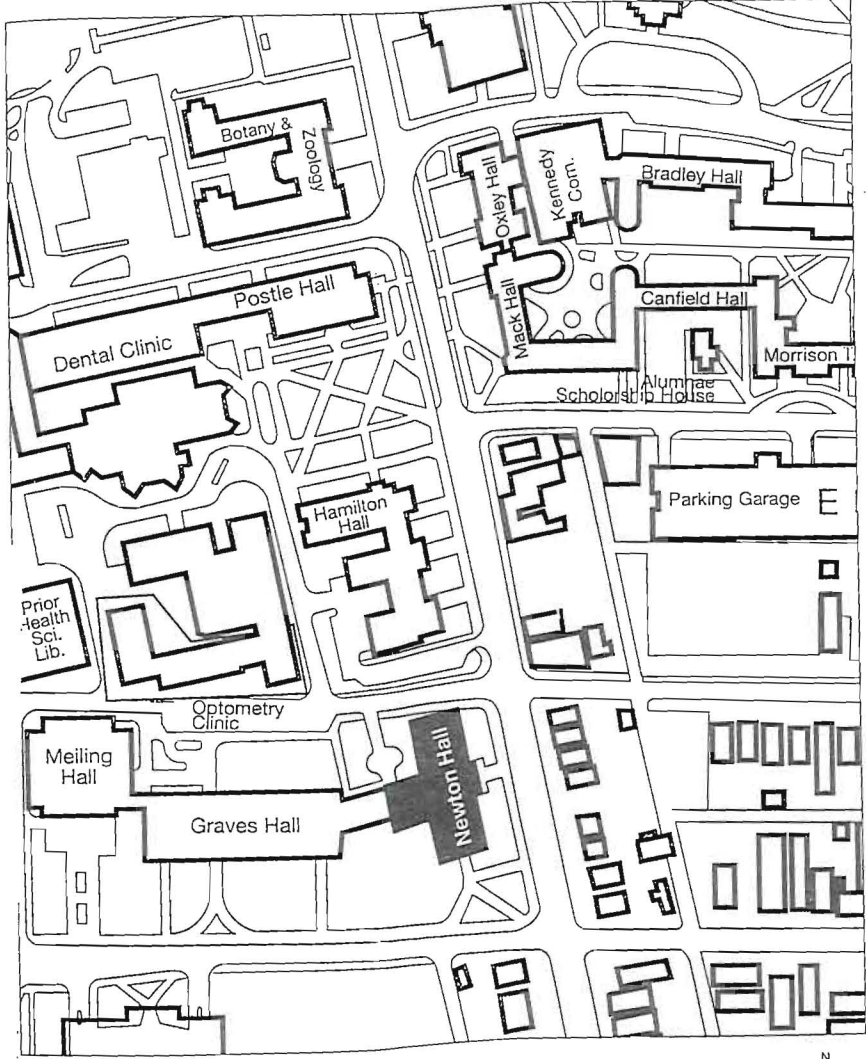
Arps Hall Chiller Replacement



Office of Business and Administration
Office of the University Architect and Physical Planning
November 11, 1998



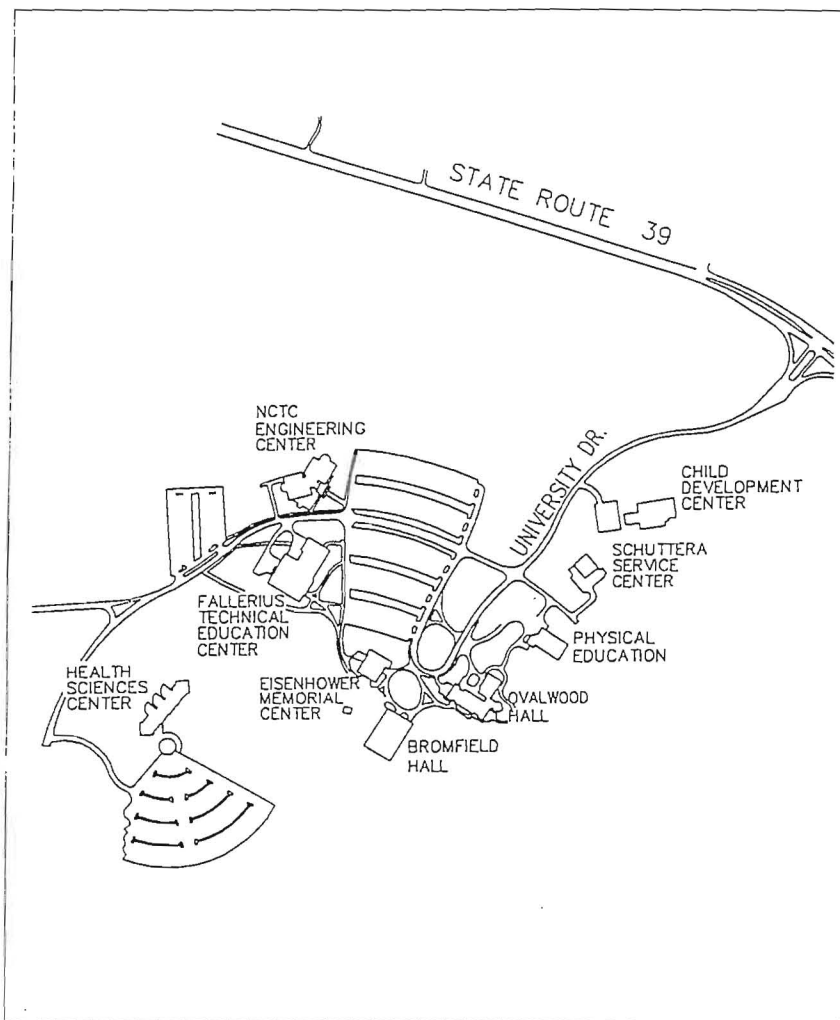
Newton Hall Renovation



Office of Business and Administration
Office of the University Architect and Physical Planning
November 11, 1998



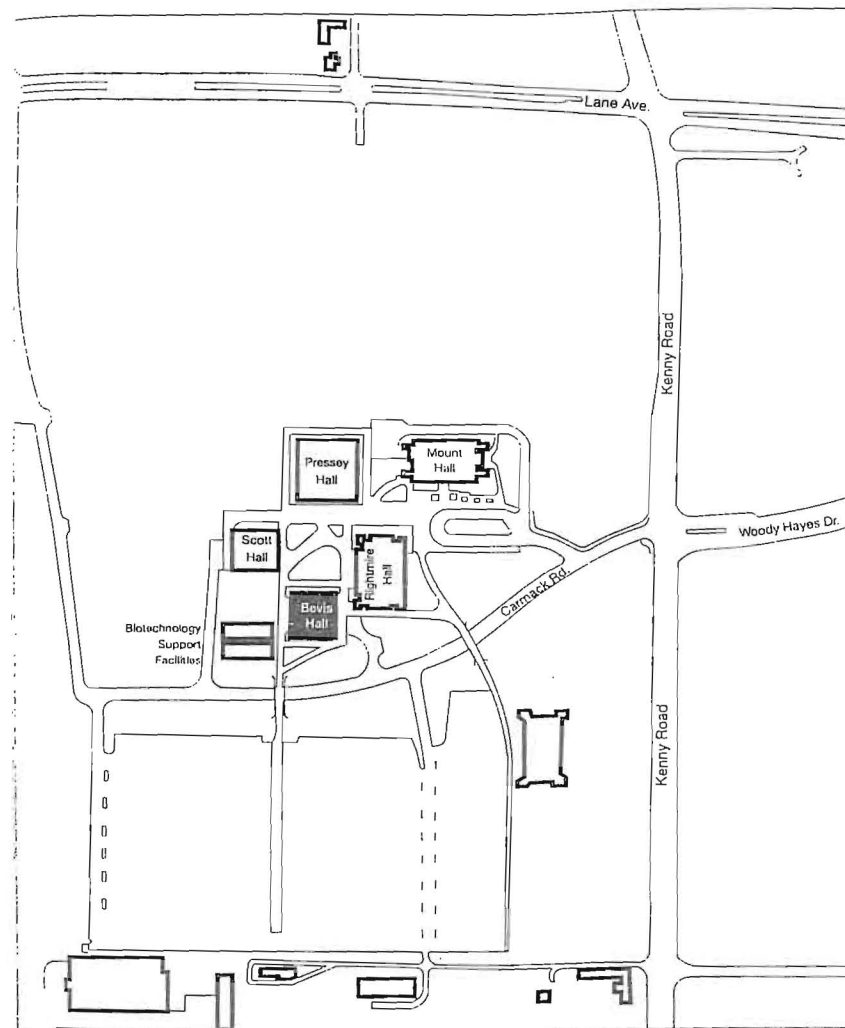
Mansfield Campus - Renovations



Office of Business and Administration
Office of the University Architect and Physical Planning
November 18, 1998



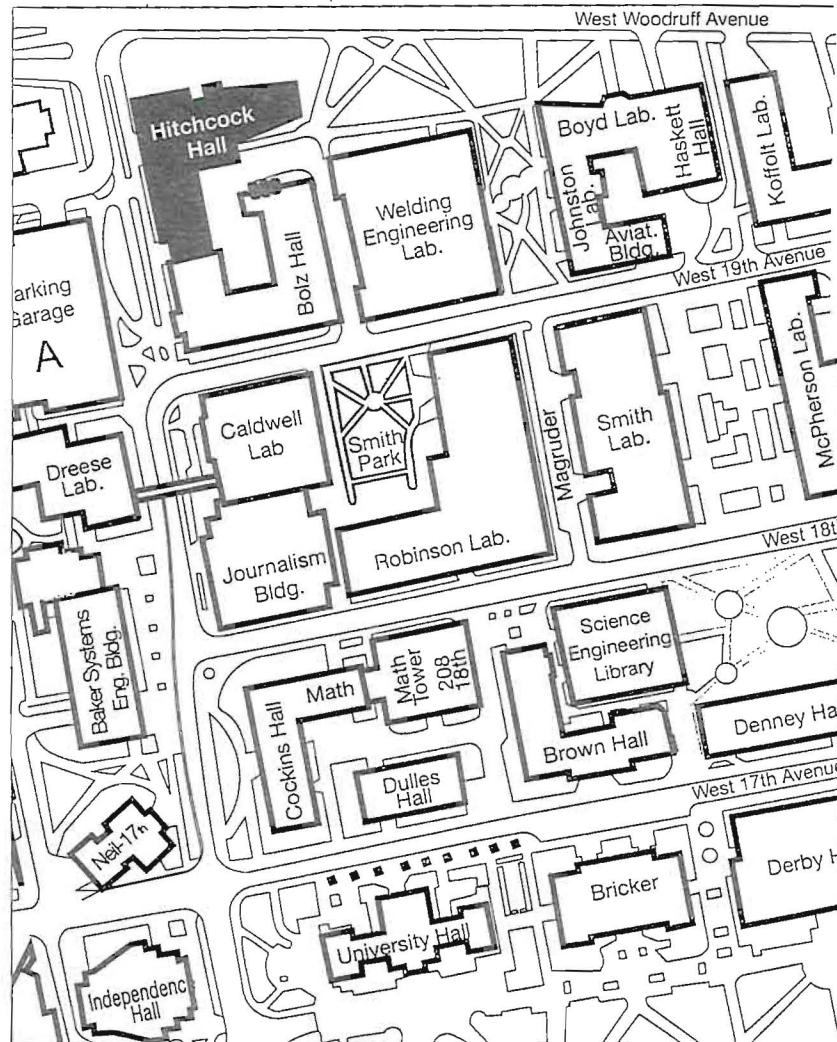
Bevis Hall - Transgenic Zebrafish Lab



Office of Business and Administration
Office of the University Architect and Physical Planning
April 9, 1998



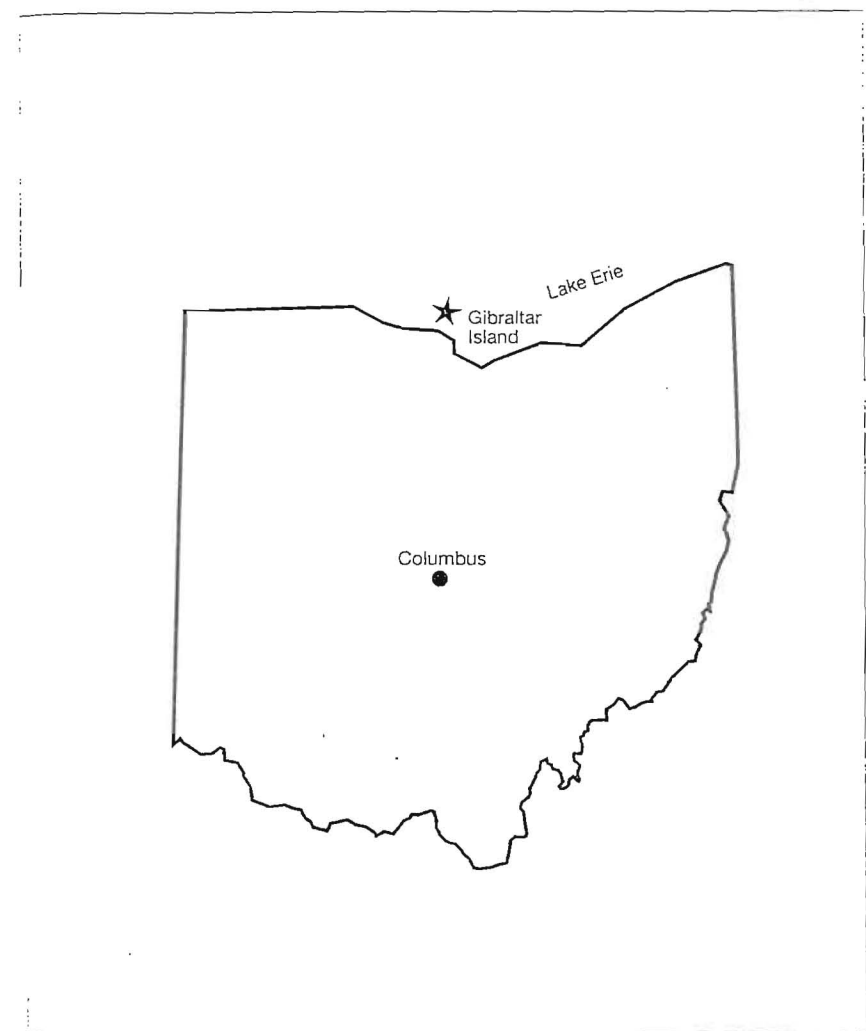
Hitchcock Hall – HVAC Upgrades



Office of Business and Administration
Office of the University Architect and Physical Planning
November 11, 1998



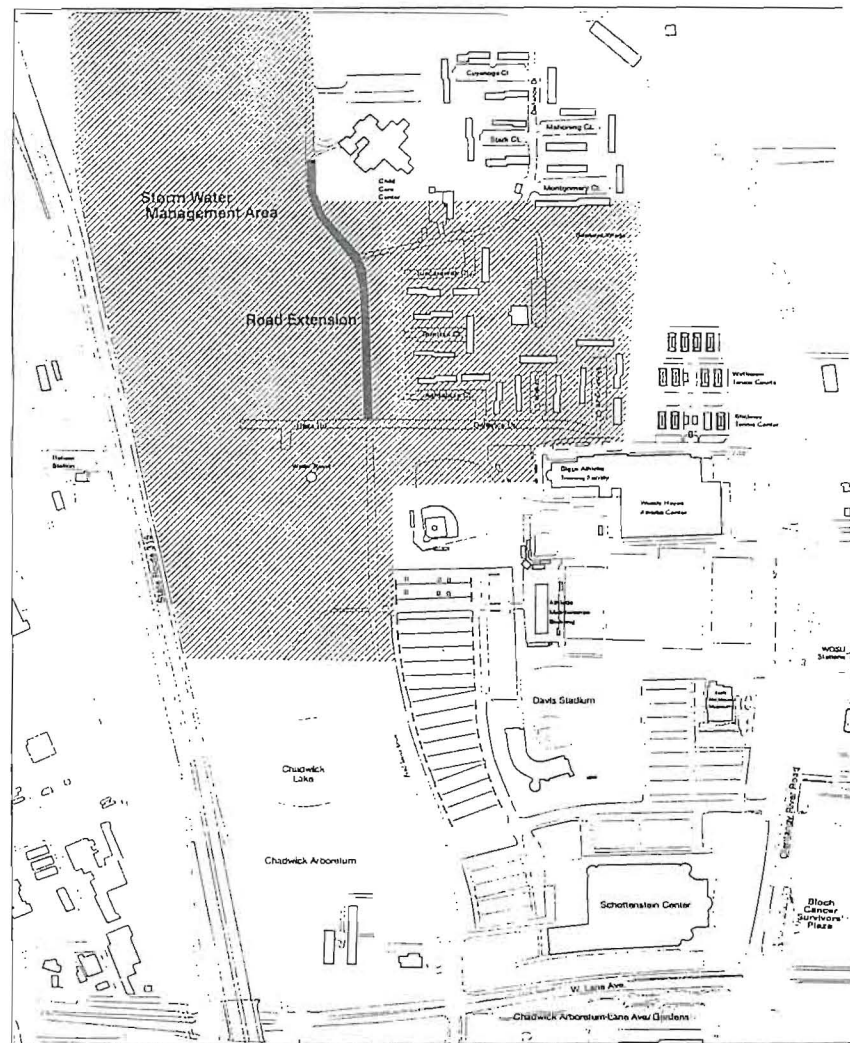
Jay Cooke Residence Roof and Window Replacement



Office of Business and Administration
Office of the University Architect and Physical Planning
November 12, 1998



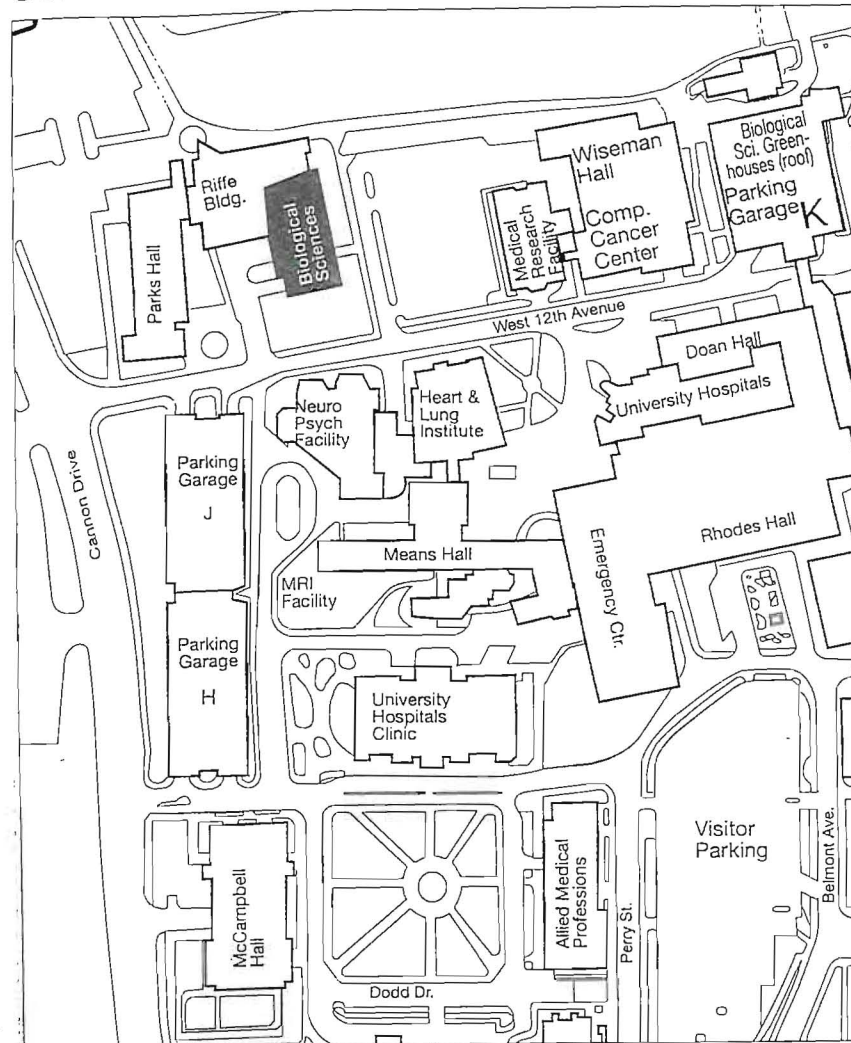
Storm Water Management - Fyffe Road Extension



Office of Business and Administration
Office of the University Architect and Physical Planning
November 11, 1998



OSHA Ventilation - Group 1 (Bio Sci)



Office of Business and Administration
Office of the University Architect and Physical Planning
November 11, 1998



(APPENDIX XXIII)

THE OHIO STATE UNIVERSITY
 REPORT TO THE BOARD OF TRUSTEES
 NON-MANDATORY TRANSFERS BETWEEN CURRENT FUNDS AND NON-CURRENT FUNDS
 FISCAL YEAR 1998

Non-Current Account Description	Account	Transfer	Amount
	Number	From Account Number	
ENDOWMENT FUNDS			
Endowment Clearing Account	070002	010000	5,000.00
Endowment Clearing Account	070002	010100	-5,000.00
Endowment Clearing Account	070002	011085	23,663.93
Endowment Clearing Account	070002	015061	51,121.57
Endowment Clearing Account	070002	031705	18,138.00
Endowment Clearing Account	070002	032714	5,000.00
Endowment Clearing Account	070002	033247	15,000.00
Endowment Clearing Account	070002	033247	1,000.00
Endowment Clearing Account	070002	033247	1,000.00
Endowment Clearing Account	070002	035434	1,740.00
Endowment Clearing Account	070002	036101	2,500.00
Endowment Clearing Account	070002	036533	3,090.31
Endowment Clearing Account	070002	037446	27,169.40
Endowment Clearing Account	070002	037676	5,000.00
Endowment Clearing Account	070002	037765	200.00
Endowment Clearing Account	070002	038309	1,250.00
Endowment Clearing Account	070002	038463	3,000.00
Endowment Clearing Account	070002	038696	26,480.00
Endowment Clearing Account	070002	038727	25,000.00
Endowment Clearing Account	070002	039298	15,000.00
Endowment Clearing Account	070002	050635	395.00
Aphyl Endowment	070122	035790	324.99
Beal Jack L Fellowship	070386	033247	1,191.67
Beal Jack L Fellowship	070386	033519	50.00
Buckeye Pro-Am Scholarship	070936	038034	50,000.00
Kathryn P. Clausen M.D. Scholarship	071297	050512	25,000.00
Davis & Ladd Memorial	071585	011085	8,643.00
Drug Dist/Public Policy	071833	036792	20,000.00
Gano, Bob Memorial	072413	039904	502.50
Hayes Wayne Woodrow	073025	031441	25,000.00
Bowers J./Hunt F. Fellowship	073277	011591	11,804.74
Miller Isabel Scholarship	074992	031705	60.00
Ohio 4-H Foundation	075354	050253	3,465.00
OSU Name & Seal Scholarship	075427	015102	279,667.00
The Pathology Faculty Support Fund	075658	050512	500,000.00
Renal R & D Fund	076015	036839	-22,798.72
Grayce Sills Professorship	076615	019300	25,000.00
Student Org Support	077053	015102	244,987.00

THE OHIO STATE UNIVERSITY
REPORT TO THE BOARD OF TRUSTEES
NON-MANDATORY TRANSFERS BETWEEN CURRENT FUNDS AND NON-CURRENT FUNDS
FISCAL YEAR 1998

Non-Current Account Description	Account Number	Transfer From Account Number	Amount
ENDOWMENT FUNDS			
Swank Chair Fund	077091	057189	500,000.00
Trott, Richard W. Professorship	077332	032943	8,000.00
WOSU Stations FD	077719	033227	3,863.19
Undistributed Gains	077799	020000	-15,441,585.29
Various Endowment funds			6,997,319.91
Net Transfers from Endowment Funds			-6,533,756.80

THE OHIO STATE UNIVERSITY
REPORT TO THE BOARD OF TRUSTEES
NON-MANDATORY TRANSFERS BETWEEN CURRENT FUNDS AND NON-CURRENT FUNDS
FISCAL YEAR 1998

Non-Current Account Description	Account Number	Transfer From Account Number	Amount
PLANT FUNDS			
Unexpended Funds			
Faa 89-1-3-39-0027-0	082088	016014	623,364.40
Faa 89-1-3-39-0027-0	082088	016014	250,000.00
Alumni Addition	082097	020134	140,000.00
3828/AR Baseball Stadium	082107	016019	250,000.00
College of Business	082110	010000	188,000.00
Marion Library/Class	082120	010956	15,991.70
Lima - Agriculture Building	082121	010928	150,000.00
VA Clinic Purchase	082122	010000	148,374.48
Net Transfers to Unexpended Plant Funds			1,765,730.58

OHIO STATE UNIVERSITY
 REPORT TO THE BOARD OF TRUSTEES
 NON-MANDATORY TRANSFERS BETWEEN CURRENT FUNDS AND NON-CURRENT FUNDS
 FISCAL YEAR 1998

-Current Account Description	Account	Transfer	Amount
	Number	From Account Number	
ANT FUNDS			
Renewal and Replacement Funds			
Intensive Healthcare	085036	019300	-88,988.85
Building Improvements	085047	017200	44,208.00
Room Improvements	085048	017200	241,632.00
Term Contingency Fd.	085049	016004	120,000.00
Term Contingency Fd.	085049	017200	2,434,229.00
Ther/Oxley Improvement	085050	017200	89,826.00
Living Hall	085059	011085	23173.46
Living Library	085059	011085	0.00
Lincoln Ph 3	085063	012272	800.00
Stille 961209	085065	050249	-4,427.47
Working Lot Repairs	085071	016007	178,598.15
Winton 960606	085072	010000	-1,158.54
Baseball Light	085079	038696	374,049.50
SS 970313	085080	010000	11,000.00
SS Lab Project 970313	085080	010000	18,460.59
Chick 970202	085081	010000	50,000.00
Chick 970202	085081	010000	70,000.00
Chick 970202	085081	010000	15,370.12
Stille 97502	085082	050249	30,400.00
Ulrich Sci Lab	085084	010000	250.00
Wcett Center	085087	011064	16,000.00
Wcett Center	085087	033808	10,000.00
Empus Walks Installation	085088	010000	7,470.54
son Hall Replacement	085089	015108	400,000.00
son Hall Replace	085089	039766	356,000.00
isman PF970630	085091	019300	-53,000.00
ckins Hall Renovation	085092	010000	100,000.00
71561 Bevis Hall	085094	057171	25,000.00
binson 970312	085095	010000	64,600.00
Stille PF961213	085096	050249	134,089.77
iversity Hall 970609	085098	010000	32,000.00
iversity Hall 970609	085098	010000	-4,514.86
ckins Hall 970302	085099	010000	18,818.42
Stille 970610	085100	010000	72,500.00
mpbell Roof Replacement	085101	010000	15,381.07
S Feasibility	085102	010000	100,000.00

THE OHIO STATE UNIVERSITY
 REPORT TO THE BOARD OF TRUSTEES
 NON-MANDATORY TRANSFERS BETWEEN CURRENT FUNDS AND NON-CURRENT FUNDS
 FISCAL YEAR 1998

Non-Current Account Description	Account	Transfer	Amount
	Number	From Account Number	
PLANT FUNDS			
Renewal and Replacement Funds			
Marion Childcare Renovation	085103	010956	30,000.00
R971565 Bricker 203	085104	010000	91,017.13
Postle 970905	085105	010000	69,500.00
Dreese 364662	085106	057374	25,000.00
Dreese 364662	085106	057374	108,000.00
Postle 971208	085107	010000	25,000.00
Postle 971011	085108	035802	25,000.00
Kottman 970202	085113	010000	37,200.00
R97 1567 Stores & Receiving	085114	010000	238,366.20
Campbell 971004	085115	021060	68,000.00
Education Administration - Feasibility	085116	010000	150,000.00
Brown 970903	085120	010000	77,265.00
ATI-Farm Mgmt	085121	036009	30,000.00
1570/AR Old Dreese	085124	010000	70,000.00
1570/AR Old Dreese	085124	022125	160,000.00
1570/AR Old Dreese	085124	026767	100,000.00
Postle 961104	085128	050249	-6,487.11
Bolz Hall	085129	010000	1,464.80
Caldwell Renovation	085131	010000	51,700.00
Kinnear 980104	085132	012126	30,000.00
R971566 Dreese Lab	085133	026767	10,000.00
Caldwell 971104	085135	036284	97,400.00
Smith Lab 971012	085136	010000	43,000.00
Postle 971202	085137	050249	56,000.00
Library (98543)	085140	010000	31,250.00
Postle-Roof Replacement	085152	010000	55,000.00
Food Science & Technology	085154	022254	750.00
Ramseyer 960807	085155	010000	43,000.00
Postle 980412	085156	050249	52,000.00
Cross 970704	085168	010000	58,400.00
Derby 980308	085171	010000	34,650.00
DOE 81R52-6549	085172	010000	3,296.84
Vet Hosp Radiology	085198	011046	38,527.02
Vet Hosp Radiology	085198	015108	123,157.00
Vet Hosp Radiology	085198	039011	40,000.00
Stone Lab Res HL R&R	085258	016032	50,000.00

THE OHIO STATE UNIVERSITY
REPORT TO THE BOARD OF TRUSTEES
NON-MANDATORY TRANSFERS BETWEEN CURRENT FUNDS AND NON-CURRENT FUNDS
FISCAL YEAR 1998

Non-Current Account Description	Account Number	Transfer From Account Number	Amount
PLANT FUNDS			
Renewal and Replacement Funds			
Fawcett Ctr Capital Improvement	085327	016004	300,000.00
Marion Parking/Road	085369	010956	16,020.00
Heart/Lung	085385	019300	118,000.00
3216AR Stadium Paint	085529	016019	55,456.16
CHRI Equipment	085628	019399	15,948.95
Doan Wic-Proj 4154	085653	019300	21.00
Jesse Owens Rec-Intr	085660	039686	30,188.06
Univ Airport-1991	085674	016014	294,944.54
Larkins-Cunz Landscape	085736	038727	4,000.00
1283/AR Archer House	085759	010000	3,045.45
Kottman 970705	085766	010000	46,000.00
4211 RH Emergency	085773	019300	-455,051.57
4219 RH/DN Elevator	085774	019300	1,269.44
4224 Generator Upgrd	085775	019300	1,440,818.52
Keck Transgenic Facility	085788	010000	-120,000.00
OSACF Site Master Plan	085812	019300	-27,540.11
4208 Radiology Dept	085824	019300	-343,500.95
4272/AR Rhodes-Birth	085827	019300	-337,135.90
4254 Rh Roof Replace	085832	019300	-26,047.51
4938 CHRI 028-Lin Ac	085834	019399	7,603.77
4231 Rh Roof Caf/Cth	085843	019300	12,160.00
CHRI Hvac Study	085844	019399	-148,201.75
4276/Rhodes Catwalk	085847	019300	7,354.51
4283 SL Roof-A Wing	085849	019300	-27.75
4163 CHRI Myers Libr	085853	019399	-5,356.58
4956 CHRI Auditorium	085859	019399	-40,817.40
4958 Mobile Mammography	085860	019399	-7,411.00
4281 RH Brick/Parapt	085867	019300	-116,566.56
Integrated Child Center	085869	011086	125,000.00
Mount Hall Equipment Reserve	085871	010000	-297.50
4261 Phys Ther-Dodd	085875	019300	-125,000.00
4285 Rnv RM 1013 Uho	085876	019300	-5,251.54
4288 Eeg/Emg 10W RH	085881	019300	-51,380.13
Exterior Signage4280	085886	019300	-17,454.53
4289 Switchboard	085887	019300	-1,637.25
Dodd Park Fountain Renvovation	085889	019300	-388,145.07

THE OHIO STATE UNIVERSITY
REPORT TO THE BOARD OF TRUSTEES
NON-MANDATORY TRANSFERS BETWEEN CURRENT FUNDS AND NON-CURRENT FUNDS
FISCAL YEAR 1998

Non-Current Account Description	Account Number	Transfer From Account Number	Amount
PLANT FUNDS			
Renewal and Replacement Funds			
Women's Center	085890	019300	-273,549.41
MH Elev Shaft 4297	085891	019300	-25,000.00
Quldr ST DN/Jms 4298	085892	019300	-146,772.10
Atrium Improvement 4300	085893	019300	-202,794.88
4296 Line Isol DN OR	085897	019300	6,665.07
Reardon Family Practice-Equipment Reserve	085900	019300	83,017.49
Pressey Transgenic	085901	021095	34,000.00
Pressey Transgenic	085901	050505	25,000.00
4260 2 North Doan	085902	019300	443,206.52
Recr/Intr Fields	085935	010000	235,000.00
Joc Hosp-Minor Renovation	085945	019300	-298,096.89
Small Projects	085946	010000	29,500.00
Small Projects	085946	024794	8,000.00
Small Projects	085946	024823	1,000.00
Small Projects	085946	050564	40,000.00
Doan Hall Roof Replacement	085948	019300	-250,307.92
Klnnear 930	085949	010216	-1.72
James Joc Projects	085950	019399	-1,795,783.49
Gases Upgrade Doan	085956	019300	127,546.41
Parks Hall Renovation	085959	025726	245,900.00
Equine Treadmill	085962	039279	145,000.00
Mount 960304	085965	010000	-58,646.41
RH Brick Repair PH 2	085966	019300	-33,751.78
Caldwell 960301	085968	022125	-230.64
Baker Systems 951003	085970	010000	-14,982.91
Mount 960603	085973	010000	-12,108.70
ISIT-Corn Backbone	085978	019399	-236,001.63
Clinic Dial Renovation-4319	085996	019300	-464,219.26
Equipment Reserve University Architect	086804	014010	50,000.00
Plant Reserve-Child Care	086808	011086	125,000.00
CHRI Equipment Reserve	086822	019399	-5,543,719.48
WCVA/Public Safety Equipment Reserve	086823	010000	50,000.00
OHR Equipment Reserve	086826	010000	44,450.00
Parking Facility Reserve	086828	016007	3,955,800.00
Dental Practice Plan	086832	010000	268,456.00
Dental Practice Plan	086832	050249	-271,056.00

THE OHIO STATE UNIVERSITY
REPORT TO THE BOARD OF TRUSTEES
NON-MANDATORY TRANSFERS BETWEEN CURRENT FUNDS AND NON-CURRENT FUNDS
FISCAL YEAR 1998

Non-Current Account Description	Transfer		Amount
	Account Number	From Account Number	
PLANT FUNDS			
Renewal and Replacement Funds			
Schottenstein Construction	086843	019399	-1,250,000.00
Schottenstein Construction	086843	022175	200,000.00
Athletics Reserve	086844	016019	140,000.00
Baseball Stadium	086845	039637	-150,000.00
Sports Arena	086847	037676	-3,099,470.28
Plant Fund Photocopy	086848	010000	1.83
Plant Fund Photocopy	086848	018104	8,672.02
Med Center CIP Equipment	086850	019300	-417,465.72
O/P Fixed Asset Reserve	086852	011045	36,500.00
Golf Course Improvement	086853	016019	300,000.00
Gtrl IDC Recovery	086855	010000	406,615.00
Gtrl IDC Recovery	086855	010000	396,015.00
Gtrl IDC Recovery	086855	010000	64,186.55
Capital Projects	086899	010000	-450,000.00
Capital projects	086899	010000	2,130,000.00
Capital Projects	086899	010000	-16,000.00
Capital Projects	086899	010000	-20,000.00
Capital Projects	086899	010000	-47,600.00
Capital Projects	086899	010000	-73,000.00
Capital Projects	086899	010000	-80,000.00
Capital Projects	086899	010000	-350,000.00
Capital Projects	086899	010000	-1,500,000.00
Capital Projects	086899	010000	-10,400.00
Bus & Adm-Equipment Reserve	086905	010000	45,000.00
UTS Equipment Reserve	086906	010000	92,535.31
UTS Equipment Reserve	086906	010000	-67,000.00
UTS Equipment Reserve	086906	010000	-91,222.00
UTS Equipment Reserve	086906	014033	-63,172.00
Treasurer Equipment Reserve	086908	014028	100,000.00
Traffic/Parking Equipment Reserve	086911	016007	69,759.60
Stores-Equipment Reserve	086913	014001	287,000.00
Transportation - Equipment Reserve	086917	016007	315,916.69
Bookstore Equipment Reserve	086918	016201	-155,172.53
Telephone-Equipment Reserve	086919	014007	250,000.00
University Airport Reserve	086921	016014	202,669.45
Bookstore Improvement Reserve	086937	016201	-461,660.76

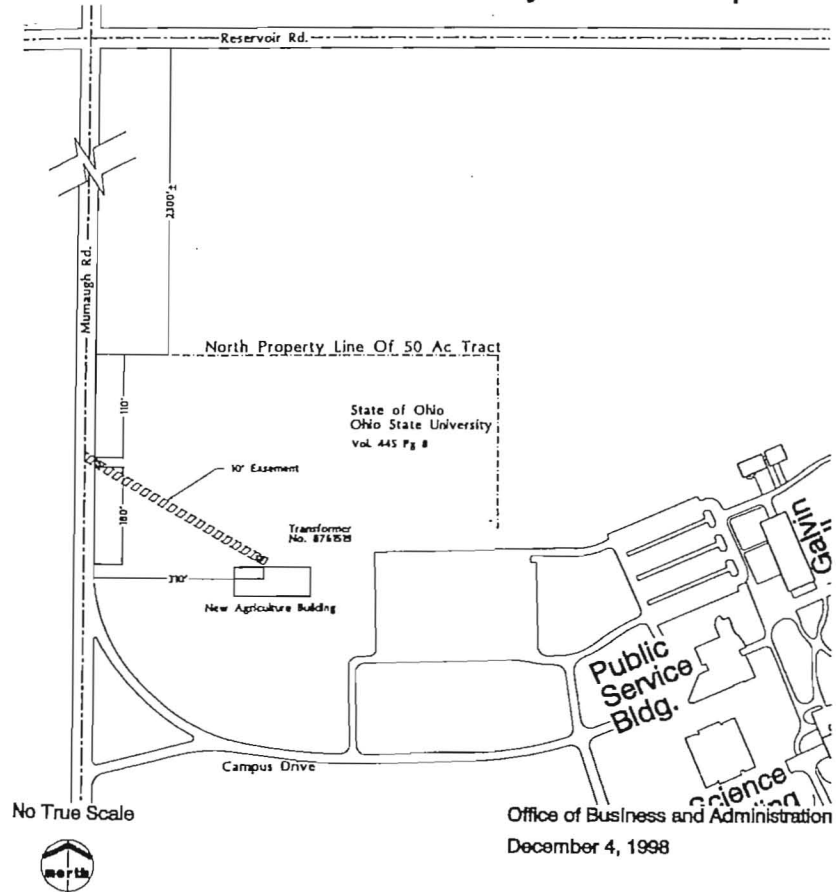
THE OHIO STATE UNIVERSITY
REPORT TO THE BOARD OF TRUSTEES
NON-MANDATORY TRANSFERS BETWEEN CURRENT FUNDS AND NON-CURRENT FUNDS
FISCAL YEAR 1998

Non-Current Account Description	Account Number	Transfer From Account Number	Amount
PLANT FUNDS			
Renewal and Replacement Funds			
Telecom-Equipment Reserve	086938	011064	100,000.00
Mail Service-Equipment Reserve	086941	014027	121,597.05
Stores Improve Reserve	086943	014001	70,000.00
Ohio Union-Improvement Reserve	086963	016020	168,975.96
Lantern - Equipment Reserve	086968	011081	73,969.00
University Health Services - Equipment Reserve	086973	011473	102,625.00
University Health Services - Equipment Reserve	086973	011473	22,000.00
Reprographics - Improvement Reserve	086979	014003	87,237.00
Student Affairs Equipment Reserve	086985	010000	1,959.39
University Hospitals - Capital Equipment	086995	019300	6,905,532.70
Net Transfers to Renewal and Replacement Funds			7,967,353.61

THE OHIO STATE UNIVERSITY
REPORT TO THE BOARD OF TRUSTEES
NON-MANDATORY TRANSFERS BETWEEN CURRENT FUNDS AND NON-CURRENT FUNDS
FISCAL YEAR 1998

Non-Current Account Description	Account Number	Transfer From Account Number	Amount
PLANT FUNDS			
Retirement of Indebtedness Funds			
Internal Bond Reserve	087006	016914	206,582.04
Internal Bond Reserve	087006	037676	117,126.72
Internal Bond Reserve	087006	037676	-402,815.60
Net Transfers from Retirement of Indebtedness Funds			-79,106.84
Net Transfers to Plant Funds			9,653,977.35
NET NON-MANDATORY TRANSFERS FROM CURRENT FUNDS TO NON-CURRENT FUNDS			3,120,220.55

Proposed Utility Easement for the Ohio Power Company at The Ohio State University Lima Campus



Map Provided by University Engineer's Office



Interim Senior Vice
President and Provost

Office of the
Provost
Columbus, OH 43210-1275
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To: Board of Trustees
From: Ed Ray
Date: November 17, 1998
Subject: Update on the 1994-95 ERI Program

This memo, updates the implementation of the ERI program, with a focus on outcomes for FY98. As indicated in table 1 of the attached material, through the end of FY98, 113 faculty were hired compared to 199 authorized replacement hires allowed for in the original projections in October, 1995. Given the nature of the specialized expertise of faculty by discipline and sub-areas of interest and program efforts to hire faculty of the highest possible quality, it is common for hires to lag behind hiring authority. Delayed hiring increased the net cash position of the ERI through June, 1998 to \$29.47 million compared to the original estimate of \$16.92 million.

To sustain the quality, integrity, and variety of course offerings and program activities during this transition period colleges rehired ERI retirees, part time, to fill key teaching needs. As indicated in table 2, 55 of 258 faculty at the Columbus campus and 66 of 318 faculty overall were rehired during FY98. Those figures compare with rehire counts of 86 and 105 for Columbus and all campuses, respectively for FY97. In short and as expected, the rehiring of key faculty to maintain program integrity is diminishing over time as new faculty join the university. The number of faculty rehires for instructional purposes on the Columbus campus decreased from 71 in FY97 to 43 in FY98. The average compensation of \$5,387 for courses taught compared to a compensation rate per course before retirement of \$14,300. Stated differently, 17% of the retirees on the Columbus campus were hired to teach key courses at a compensation rate equal to about 38% of their pre-retirement salary rate per course taught.

As indicated in previous reports, the program was projected to reduce faculty positions 1.6%, resulting in a \$7.8 million reduction in continuing costs and net cash savings of \$18 million, to be retained in the academic units. The delayed hiring in FY96 through FY98 should increase the net cash flow to the colleges over the life of the ERI program above the original \$18 million estimate.

When the ERI program was announced, we indicated that the greater diversity of the applicant pool should ensure a greater diversity among the new faculty hires relative to retirees. As indicated in table 3, 76 men and 20.5 women faculty retirees have been replaced on the Columbus campus with 69.5 men and 27 women, who, in turn, are more diverse than the men and women faculty they replaced. Specifically, 89.5 white men and women faculty, 3 asian and 4 black faculty members have been replaced by 84.5 white men and women faculty members, 6 asian, 5 black, and 1 hispanic faculty members.

Table 4 summarizes the impact of the ERI on the student/instructional-faculty ratio on the Columbus campus. The immediate impact of the ERI was to raise the student/faculty ratio from 18.76 in FY95 to 20.26 in FY96. As indicated, the student/faculty ratio declined to 19.67 for FY98. Assuming no further decline in student enrollment, the student/faculty ratio should fall to 18.79 at the conclusion of the ERI program, which compares favorably with figures throughout the 1990s. Although, we should remind ourselves that many believe that the student/faculty ratio should be reduced further.

STRS ERI Cash Flow Analysis
FACULTY-COLUMBUS & EXTENDED CAMPUSES

506.1 FTE Applied for ERI
318.1 FTE Retired
1.5% Downsizing in Faculty FTE
\$54,235 Average Replacement Salary
3,157.6 Total Faculty
266.7 # of Replacements
\$34,693 Average Start-Up Cost/FTE
0.0% Rate of Increase in Annual Salaries and Other Costs

	As of 10/21/98					Projected 10/27/95
	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	TOTAL
ANNUAL RATE						
Retired Salary	1,754,266	19,167,542				20,916,808
Retired Benefits	308,397	4,037,469				4,405,866
Replacement Salary		102,024	1,725,812	2,571,300	2,325,479	6,724,615
Replacement Benefits		21,751	364,501	543,387	488,352	1,417,991
						2,300,653
						17,180,068
						12,086,060
NET ANNUAL RATE:						
CASH						
Retired Salary	123,455	3,235,177	20,991,808	20,991,808	20,991,808	66,335,056
Retired Benefits	25,975	692,326	4,418,136	4,418,136	4,418,136	13,965,659
ERI Costs	17,511	17,511	2,742,473	7,250,689	7,207,911	17,236,095
Leave Payments	304,650	3,492,868	9,000			3,806,518
Permanent Replacement Faculty (FTE)		3.0	26	41.5	43.0	113.5
Permanent Replacement Salary		102,024	1,827,836	4,399,135	6,724,615	13,051,611
Permanent Replacement Benefits		21,751	368,252	979,639	1,418,438	2,795,090
Summer Supplements Salary				43,667	65,889	109,556
Summer Supplements Benefits				6,725	10,147	16,872
Start-up Costs		5,263	389,207	1,381,198	1,815,389	3,591,057
Temporary Replacement Faculty Salary	10,500	628,796	4,005,045	2,563,295	1,729,225	8,939,861
Temporary Replacement Faculty Benefits	1,817	96,835	616,778	394,747	215,414	1,325,391
Total Cash Costs	334,278	4,365,051	9,976,617	16,969,138	19,167,071	50,831,155
	(184,893)	(448,548)	15,433,327	8,440,807	6,222,873	29,465,561
CUMULATIVE NET CASH:						
						66,050,266
						13,865,020
						16,968,334
						3,785,432
						169.2
						21,137,044
						4,477,730
						719,223
						19,439
						6,364,342
						8,739,162
						1,374,067
						67,992,769
						16,922,536

NOTE: An additional 8 ERI replacements were used for non-faculty hires.

Table 2

ERI Rehires
1997-98
(SU, AU, WI, SP)

College	ERI Retirees	Average Salary/ Course	Number of ERI Rehires	Average Rehire Salary/ Course
Arts	19	11,724	2	5,494
			1	Non-teaching
Biological Sciences	10.5	29,629	0	0
Humanities	34.6	10,714	13	5,100
Mathematical and Physical Sciences	22.8	16,137	4	5,321
			2	Non-teaching
Social and Behavioral Sciences	23.7	14,490	1	5,001
Fisher College of Business	9.7	19,054	3	3,500
			3	Non-teaching
Food, Agricultural and Environmental Sciences	14.3	13,680	9	4,095
Education	24.3	10,449	1	3,500
			1	Non-teaching
Engineering	25	13,473	3	10,000
Human Ecology	4	15,610	0	0
Dentistry	12	25,443	3	Non-teaching
Law	5.5	26,822	2	15,000
Medicine	17.5	7,383	1	5,200
School of Allied Medical Professions	6	4,843	4	3,000
Nursing	3.4	N/A	0	0
Pharmacy	3	N/A	0	0
Social Work	3	N/A	0	0
Optometry	1	N/A	0	0
Veterinary Medicine	9.35	N/A	2	Non-teaching
Graduate School	2.5	N/A	0	0
University Libraries	7	N/A	0	0
College Totals*	258.15		55	
\$ Weighted College Average		14,307		5,387
Marion Campus	3	7,976	0	0
Lima Campus	3	N/A	1	3,600
			1	Non-teaching
OARDC	19.6	N/A	0	0
Ohio State University Extension Service	21.2	N/A	0	0
Mansfield Campus	4	8,239	1	3,215
Newark Campus	4	7,832	4	5,220
			1	Non-teaching
Agricultural Technical Institute	5.2	5,110	3	2,850
Regionals,ATI,OARDC,OSUE Totals	60		11	
\$ Weighted Regionals,ATI,OARDC,OSUE Average		7,085		4,027
Total All Campuses**	318.15		66	
\$ Weighted All Campuses Average		13,828		5,151

NOTE: An additional 14 faculty were rehired to finish grant work through the Research Foundation.

*95-96 = 113 96-97 = 88

**95-96 = 132 96-97 = 105

Table 3

Main Campus

	ERI Retirees	New Hires	Retirees Replaced	Net Replacements
Male				
White	192.3	63.5	72	-8.5
Asian	12	4	2	+2
Black	4	1	2	-1
Hispanic	1	1		+1
Female				
White	44.7	21	17.5	+3.5
Asian	2	2	1	+1
Black	2	4	2	+2

Regional Campuses, OARDC, ATI, OSUE

Male				
White	47.9	12	14	-2
Asian		1		+1
Female				
White	12.2	3	3	0
Hispanic		1		+1

318.1 113.5 113.5

Table 4

Columbus Campus Headcount

	Tenure-Track* Instructional Faculty	Total Student Headcount	Student Headcount per Faculty Headcount
FY88	2,814		
FY89	2,840		
FY90	2,798	52,895	18.90
FY91	2,809	54,094	19.26
FY92	2,841	54,313	19.12
FY93	2,695	52,172	19.36
FY94	2,704	50,623	18.72
FY95	2,641	49,541	18.76
FY96	2,402	48,676	20.26
FY97	2,457	48,352	19.68
FY98	2,454	48,278	19.67

An additional 115 of 210 Early Retirement positions are yet to be filled.
This would raise faculty headcount to 2,569 with a student ratio of 18.79.

*Tenure-track faculty in the Libraries, Cooperative Extension, ATI in Wooster, and the regional campuses are excluded from these figures.

D R A F T

11/30/98

LEADERSHIP AGENDA FOR FY 99

The following leadership agenda was developed from discussions at the Leadership Retreat. The focus for action over the course of the next year will be on academic excellence, the student experience, diversity, outreach and engagement, and revenue growth. There are 17 action items, identified as priorities, and rank-ordered within subsections. This does not mean other issues are not important, but it does mean efforts need to be focused on some items more than others. Each of the five sections begins with a strategic statement, which is followed by the assignment of action items to campus leaders. Each action item is clarified by a short narrative.

These actions are guided by the university's Academic Planning Process. The goal of this process is to focus the University's substantial resources in a strategic way in order to advance the goal of becoming one of the top ten public institutions in the country. Ongoing activities related to academic planning that will move forward in the year ahead include: strategic benchmarking including identification of performance indicators, and improving the time and quality of University decision-making through quality improvement practices and investments in our management information systems.

Academic Excellence – Ray, Baeslack, Council of Deans

Strategic Statement: International distinction in education, scholarship and public service. This includes achieving top ten status among public universities.

Context: The long-term objective is to provide top-notch faculty and high ability students with the best possible quality teaching, learning and research environments. These are essential attributes of an internationally distinctive university.

Action Items FY 99

1. **Selective Investment/Academic Enrichment Program** - Ray, Baeslack, Parson

This is the second year of the Selective Investment program. In selecting up to 4 additional units to fund through this program this year it is necessary to clearly define what we mean by top 10 and to address the link with our strategic goal of achieving international distinction in education, scholarship, and public service. A timetable for investments in subsequent years should be developed.

The Academic Enrichment program and the Selective Investment program are two parts of a broader program aimed at investing in quality. The purpose of the two programs and the selection process will be reviewed by an Oversight Committee on Academic Enrichment and Selective Investment during Spring, 1999. The effectiveness of the Academic Enrichment investments from previous years will be assessed.

2. **Recruitment, Retention, and Development of Top-Notch Faculty** - Council of Deans, Rudd, Lewellen

We are committed to hiring top-notch faculty at the senior and entry levels and expect that they will attract other distinguished faculty and students. Partial funding for such hires is available on a competitive basis through initiatives such as Selective Investment, Academic Enrichment, and the Faculty Hiring Assistance program. At the same time, it is essential to retain faculty by attending to the quality of faculty life. During the 1998-99 academic year the Commission on Faculty Development and Careers will evaluate data gathered here and at peer institutions and will develop recommendations for review by the university community.

3. **Involve the University Community in Discussion and Implementation of the Research Commission Report in as Timely a Manner as Possible** - Baeslack, Ray, Council of Deans

The final report of the Research Commission has been distributed for discussion within the university community. It addresses the central question of what it would take for Ohio State to become one of the top 10 public universities in terms of research and graduate studies. The next step is to set in motion an implementation process. An implementation steering committee will be

appointed autumn quarter with instructions to develop a plan, budget and timeline by the end of winter quarter. Continue to expand undergraduate and graduate participation in research.

Student Experience – Garland, Williams, Ray

Strategic Statement: To recruit and retain students and enable their timely graduation and future success. To ensure that the student experience inside and outside the classroom is personally fulfilling.

Context: The longer-term objectives are to provide for the recruitment, retention, education and timely graduation of outstanding students and to develop measures of outcomes that can be used to assess and certify that the quality of the Ohio State experience for our students is among the best in the country. Each of the following action items should be firmly linked to improving the quality of the student body and offering our students a stronger academic experience.

Action Items FY 99

1. **Improve undergraduate student progress as measured by retention and graduation** - Garland, Stewart, Hall, Council of Deans, Williams

This year we are especially focused on improvements to the academic advising system. Degree-granting colleges are urged to consider the possibility of more direct enrollment, to bring students into earlier contact with faculty members in their fields of specialization, and the Orientation program is being significantly restructured, especially to include expanded input from Student Affairs and the colleges. Through information obtained from their application materials, we have identified one thousand NFQF with special needs; faculty and support staff are making personal contact with each of them to offer specifically tailored assistance. We are developing mechanisms (similar to the "honors contract") through which students can be granted curricular variances when appropriate to their special educational needs and goals. These strategies (and others) should lead to enhanced retention: we expect freshman-to-sophomore retention to improve by 2% a year, and the six-year graduation rate of the current and future incoming classes to improve by 4% a year.

2. Develop programs to actively engage students in the life of the University - Williams, Garland, Freeman.

Students who participate actively in co-curricular and volunteer programming develop a stronger affiliation with the institution, an affiliation supportive of their academic persistence, success, and ultimate graduation. For this reason this year, under the rubric of the Ruth Mount Student Leadership Initiative, Student Affairs and Academic Affairs are collaborating to expand our efforts to develop student leadership skills. Preliminary programming is scheduled for this year, and next autumn we will field a residence-hall based pilot program. In related but separate efforts we also are providing a number of outreach opportunities through which students can become engaged and learn through community service; some of this work is connected to formal service learning curricula. Also using the residence halls, we are expanding the number of existing "learning communities," creating programs for students in International Studies and in Spanish and French. In all of these efforts, one of the goals is to involve more faculty members in student intellectual life outside of the formal classroom setting.

3. Continue assessment of student satisfaction, follow-up with evolving vision of CUE commitment, G-QUE and I-QUE implementation - Garland, Mager, Rich, Huntington, Williams, Enrollment Management Committee, Resource Planning and Institutional Analysis.

It continues to be important that we learn how our students think we are doing: toward this end this year we plan to re-administer a first quarter student satisfaction inventory, to use predictive modeling for program planning, and to review a new body of student attitudinal data provided through the Higher Education Research Institute. All of this information enables us to improve programming and to continue with the general initiatives begun under CUE. The G-QUE report will be finalized and distributed during FY 99 and plans developed for FY 00. I-QUE surveys will be conducted and reviewed during FY 99.

We will continue public and private discussions aimed at improving the quality and variety of services available to all constituents of the Office of Minority Affairs by developing the appropriate organizational structure, and we will make decisions for FY 99 by the end of Autumn Quarter. We will recruit a new, permanent vice provost for minority affairs by the end of FY 99.

4. Engage faculty fully in their role in an enhanced student experience - Council of Deans, Garland, Freeman, Baeslack.

Faculty members obviously are key to an effective student experience. One major faculty responsibility rests with curricular oversight, both at the GEC and major program level; many improvements have been made in recent years and continued refinement-especially in the direction of flexibility for individual students-will be encouraged. We also expect continued faculty commitment to enhanced teaching quality; public forums sponsored by the Academy of Teaching are supportive of this goal, as is the work of the Office of Faculty and TA Development. We expect increasing engagement of undergraduate students in faculty research, following the guidelines sketched out in the recent Carnegie Report; departments and colleges should support student participation in the Undergraduate Research Forum. Faculty members can be helpful in developing student capabilities with technology; a faculty committee is being appointed to identify and help develop strategies for the achievement of an appropriate level of student technology competencies. Finally, faculty members in recent years have been increasingly active and highly effective in support of student recruitment activities; this will be encouraged.

5. Enhancement of student academic support services - Mager, Hart, Garland, Nichols, Schuster

Support services-registration, financial aid, loan servicing, student record management, etc.-are very important in determining the overall quality of the student experience at Ohio State. Direct service improvements are being undertaken at the front desks and on the phone lines of several offices. Furthermore, by aggressively using electronic technologies including the World Wide Web, we are providing a series of more convenient and user-friendly services, services that are especially supportive of academic advising. Particularly important are an initiative to integrate, at least at an operational level, the various offices that deal with students' financial relationship to the University, so that the services of Financial Aid and of Financial Aid Disbursement, for example, will be experienced in a seamless way-the committee report on this project is due at the end of winter quarter. We are also beginning-in a project which will extend over probably five or six years-the development of an integrated student information system.

The group working on the Student Experience did not make recommendations about “diversity,” which had been on our agenda last year, believing that this issue has broad implications for the whole institution, not just students. We recommend that it be treated as a separate set of Action Items.

Diversity and Community – Ray, Williams, Council of Deans, Vice Presidents

Strategic Statement: To create an environment on campus where faculty, staff and students feel a sense of mutual respect and support from the university community. To genuinely collaborate and learn from our diversity.

Context: Beyond the legal requirement and strategic value of providing the university community, with a diverse environment, the university has the responsibility to enrich and transform lives. A diverse and nurturing environment is a fundamental requirement of that effort.

Action Items FY 99

1. Increase Diversity and the Sense of Community on Campus - Ray, Rich, Williams, Council of Deans, Vice Presidents

Deans and Vice Presidents have been asked to develop agendas for improving diversity within colleges and support areas by the end of October and progress with respect to these agendas by Spring 1999 will be part of the annual evaluation process. Create an organizational framework within which offices and groups committed to diversity gains can work together by the end of Autumn Quarter and create and implement an annual agenda by the end of Winter Quarter.

2. Address Disability Needs Inside and Outside the Classroom - Parson, Ashe, Lewellen, Yurcisin

Appoint an Acting ADA Compliance Officer by the end of October, 1998 and a permanent compliance officer by the end of FY 99. Provide office support for that individual to inventory disability program needs inside and outside classrooms and develop a plan for implementation by the end of FY 99.

3. Racial Legacies and Learning – Williams, Garland

As part of the AAC&U-sponsored “Racial Legacies and Learning” conversation which will take place on campus throughout FY 99, OAA will develop an inventory of faculty with research and teaching interests related to race, racism, and racial policy issues. In the spring a research forum will be held, through which faculty members can share their interests with each other; scholars from other central Ohio institutions will be invited, as will students. Further, a systematic assessment of those parts of the core curriculum which are specifically designed to broaden student perspective on diversity will be begun with an assessment report available by no later than the end of FY 00.

Outreach and Engagement – Moser, Ray, Williams

Strategic Statement: In the land grant tradition of the university we must make the benefits of our scholarship, teaching and public service available to the communities we serve and learn from our constituents how we can make a genuine difference in their lives.

Context: The university has a responsibility to look beyond its borders to provide service to its contiguous communities, to the people of Ohio, the nation and the world. The talents, energy and creative efforts represented by the university should enrich the lives of all we serve.

Action Items FY 99

1. Campus Partners – Williams, Koroscik, Siedentop, Campus Partners Board, Campus Collaborative

Choose developers as partners for the improvement of the campus partners community during autumn quarter and launch specific projects by the end of the academic year. Distribute seed money through campus collaborative to initiate the availability of community programs and services during the current fiscal year and to promote community based scholarship.

2. **Research Partnerships** – Baeslack, Smith, Moser, Koroscik, Siedentop, Allen, Council of Deans

Establish new university-industry research partnerships during the current year on the science and technology campus. Expand research initiatives through extension, K-12 and in the campus partner area during FY 99. Increase technology transfer activity. Use these and other partnerships to expand student service learning opportunities.

Revenue Growth – Shkurti, Ray

Strategic Statement: Provide full funding for academic priorities. This includes recruiting, retaining, and developing the best faculty, staff and students through a combination of competitive compensation levels, staff support, state of the art equipment and a supportive physical and learning environment, as well as selective program enhancements based on the assessment of outcomes. Resources must be sufficient to pursue an adaptive strategy of excellence along multiple but focused dimensions simultaneously.

Context: Long-term objectives in the revenue growth area include efforts to increase and diversify revenues, use existing resources more effectively, protect assets to reduce financial uncertainty, and sharpen the strategic focus and measurement of academic and financial progress.

Action Items FY 99

1. **Sharpen Strategic Focus** - Ray, Council of Deans

The first priority of the coming year should be for the University to make a clear statement of strategic focus, including identification of those disciplines most critical to the University's academic aspirations. These academic goals should then drive revenue and financial policies. The deliverable should be a final version of the September 4, 1998 draft document, "Strategic Focus", by the end of the 1998-99 academic year.

2. **Budget Restructuring** - Ray, Shkurti, Council of Deans

The purpose of Budget Restructuring is to more directly align financial incentives with academic goals. These financial incentives must be driven by the academic aspirations referred to in the paragraph on strategic focus. The

deliverable is a set of recommendations on budget restructuring by the end of the 1998-99 academic year. Since this is also the time frame for the Strategic Focus discussion, it is essential these two processes run in parallel.

3. **Business Support** - Kirwan, Board of Trustees, Baeslack, Vice President for University Relations

Business support is critical to a constituency in support of public funding, but is not an area where Ohio's public universities have been successful in the past. The goal of this initiative is to more directly engage Ohio's businesses as advocates for public higher education. This engagement also implies greater interaction between business needs and academic goals of the institution. The deliverable is a comprehensive plan for university-business partnerships to support higher education funding and implementation by the beginning of FY 2000.

4. **Entrepreneurial Initiatives** - Ray, Shkurti, Trethewey, Baeslack, Garland, Davis, Council of Deans

Budget restructuring will help develop a framework for entrepreneurial issues, particularly at the college level, but will not by itself address this issue. A Comprehensive University policy needs to be established that removes barriers and provides incentives for initiatives such as distance learning and science and technology campus partnerships consistent with academic goals, while protecting the University and appropriately involving the governance structure. This includes making better use of existing assets. The deliverables in this case are a comprehensive policy statement and set of guidelines for these activities by the beginning of the 1999-00 academic year.

The use of technology to enhance learning through web-based instruction and other means is increasing dramatically. This is likely to be a source of both increased revenue and increased competition. OSU's ability to engage its resources in this endeavor is limited by a lack of workable policies regarding purpose, pricing, cost recovery, ownership and a variety of other barriers. The key to successful innovation is a set of policies that are flexible and encourage innovation while maintaining accountability and quality of academic programs and services. It is essential that faculty and academic leaders be involved in this process. Deliverables include interim guidelines by early Winter Quarter and development of a more comprehensive strategy by no later than mid-Summer of 1999.